

16 February 2026

At 3.00 pm

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

Agenda

1. **Confirmation of Minutes**
2. **Statement of Ethical Obligations and Disclosures of Interest**
3. **2025/26 Quarter 2 Review – Delivery Program 2025-2029**
4. **Investments Held as at 31 December 2025**
5. **Investments Held as at 31 January 2026**
6. **Continuing the Transformation of Central Sydney - Project Scope – Town Hall Square**
7. **Heads of Agreement - Sydney Square Renewal**
8. **Tender - T-2025-1686 - Parks and Street Greening Maintenance Services***
**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
9. **Tender - T-2025-1691 - Head Design Consultancy - Town Hall Square***
**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
10. **Negotiation Outcome – T-2024-1253 – City of Sydney Leisure (Active Wellbeing) Services***
**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
11. **Tender - Reject and Negotiate - T-2025-1605 - Head Contractor - Jubilee Park Amenities***
**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
12. **Exemption from Tender and Contract Variation - Crowd and Transport Services for 2026 Sydney New Year's Eve***
**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*

Disclaimer, Terms and Guidelines for Speakers at Public Forums

Note: The Office of Local Government has mandated that public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council.

Committee reports are available at <https://meetings.cityofsydney.nsw.gov.au/>

Webcast

Public forums are recorded and webcast live on the City of Sydney website at <https://webcast.cityofsydney.nsw.gov.au/>

Members of the public attending a public forum may have their image, voice and personal information (including name and address) recorded, publicly broadcast and archived for the balance of the council's term or at least 12 months after the meeting, whichever is the longer period.

Consent

By attending a public forum, members of the public consent to this use of their image, voice and personal information.

Disclaimer

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

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

Guidelines for City of Sydney Public Forums

1. The City of Sydney Council will hold a public forum prior to meetings of committees of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meetings of committees of the council.
2. Public forums will be held from 2pm for up to one hour, with meetings of committees of the council to commence at 3pm.
3. Public forums are to be chaired by the Lord Mayor or their nominee.
4. To speak at a public forum, a person must first register with the Secretariat in accordance with the information on the City's website. Applications to speak at the public forum must be received by 12pm on the day on which the public forum is to be held, and must identify the item of business on the agenda of the committee meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item. The chairperson will determine the order of speakers at the public forum (generally by order of agenda item and registration), as required.
5. If there are no registrations to speak at a public forum at 12pm on the day on which the public forum is to be held, the public forum will not be required and this will be noted on the City's website.

6. Speakers should avoid repeating what previous speakers have said and focus on issues and information that the Council may not already know. If there is a large number of people interested in the same item speakers should try to nominate 3 representatives to speak on their behalf and to indicate how many people they are representing.
7. Each speaker will be allowed 3 minutes to address the council. Speakers at public forums must not digress from the item on the agenda of the meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
8. A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument. The chairperson may limit the number of questions that can be asked of speakers to ensure as many registered participants as possible can be heard.
9. Speakers should address the public forum and Council with respect and refrain from inappropriate behaviour.
10. The chairperson may require people to leave the public forum if they are disrupting the meeting in accordance with Part 15 of the Code of Meeting Practice.
11. Councillors (including the Lord Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.
12. The rules for the conduct of public forums can be varied from time to time at the discretion of Council to ensure the efficient and effective conduct of the public forums. The failure to comply with these Guidelines does not constitute a breach of the Code of Meeting Practice or the Local Government Act 1993 and does not invalidate any subsequent decision of Council.
13. Public forums are recorded and webcast live on the City of Sydney website. Livestreaming is undertaken in accordance with clauses 5.35 to 5.55 of the Code of Meeting Practice.

Item 1.

Confirmation of Minutes

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

Meeting of 8 December 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.**2025/26 Quarter 2 Review – Delivery Program 2025-2029**

File No: X115821

Summary

This report reviews the operating and capital results against budget for the 2025/26 financial year, and progress against the performance measures identified within the Operational Plan 2025/26, within the broader Delivery Program 2025–2029.

Council's financial performance at quarter 2 2025/26 reflects a year-to-date (YTD) Operating Result of \$53.3M marginally below the budget of \$53.8M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Net Operating Result is \$47.0M compared with a budget of \$33.3M.

As at quarter 2, the full year Net Operating Result is forecast to be a surplus of \$113.1M, representing a positive variance of \$4.2M. This variance reflects increased Capital Grants - Works in Kind (non-cash) and higher interest income. All major variances are outlined in the body of this report, with full details provided at Attachment A.

Capital Works expenditure was \$122.4M against a YTD budget of \$141.5M. The annual forecast for the program has been revised to \$278.3M against a full year budget of \$312.2M.

A summary of the 2025/26 capital project expenditure and forecast, with budget adjustments, are detailed at Attachment B.

Technology and Digital Services Capital Works YTD expenditure for projects developed internally was \$15.0M compared with a budget of \$18.4M. The full year forecast of \$30.0M is \$4.1M higher than the full year budget of \$25.9M. A budget adjustment is requested, as outlined in Attachment B.

Plant and Equipment YTD expenditure, net of disposals, was \$5.3M against a budget of \$11.5M, with a full year forecast of \$31.9M against a full year budget of \$32.3M.

Progress against the Delivery Program performance measures is generally satisfactory, with full details provided at Attachment C, and a number of operational achievements are highlighted within the body of this report.

Reports which contain supplementary information are provided at Attachment D.

Recommendation

It is resolved that:

- (A) Council note the financial performance of Council for the second quarter, ending 31 December 2025, including a Quarter 2 Operating Result (before interest, capital grants and contributions, depreciation and capital related costs) of \$53.3M and the full year forecast of \$115.6M and Net Operating Result of \$47.0M and a full year forecast of \$113.1M as outlined in the subject report and summarised in Attachment A to the subject report;
- (B) Council note the Quarter 2 Capital Works expenditure of \$122.4M and a revised full year forecast of \$278.3M, and approve the proposed adjustments to the adopted budget, including bringing forward \$5.5M of funds into the 2025/26 capital budget, the transfer of \$1.0M from the capital works contingency, and to reallocate funds within relevant programs within capital budget as detailed in Attachment B to the subject report;
- (C) Council note the Technology and Digital Services Capital Works expenditure of \$15.0M, and a full year forecast of \$30.0M and approve the proposed adjustments to the adopted budget, including bringing forward \$4.1M of funds into the 2025/26 capital budget, the transfer of \$1.3M from the capital works contingency, and to reallocate funds within relevant programs within capital budget as detailed in Attachment B to the subject report;
- (D) Council note the Quarter 2 Plant and Equipment expenditure of \$5.3M, net of disposals, and a revised full year forecast of \$31.9M;
- (E) Council note net Property Divestment of \$8.1M as at quarter 2, and the full year forecast for net Property Divestments of \$122.3M;
- (F) Council note the operational performance indicators and quarter 2 achievements against the Operational Plan 2025/26 objectives, as detailed in Attachment C to the subject report; and
- (G) Council note the supplementary reports, which detail the quick response, street banner and venue hire support grants and sponsorship programs, major legal issues and international travel in the second quarter, as detailed in Attachment D to the subject report.

Attachments

Attachment A. Financial Results Summary

Attachment B. Capital Expenditure Financial Results

Attachment C. Delivery Program 2025–2029 December 2025 Progress Report

Attachment D. Second Quarter 2025/26 Supplementary Reports

Background

1. The City's Resourcing Strategy 2025 and the 2025/26 Operational Plan, including the 2025/26 budgets, were adopted by Council on 23 June 2025.
2. The Local Government Act 1993 requires quarterly progress reports against the financial objectives and 6-monthly progress reports against the Operational Plan aligned with the Delivery Program.
3. This report provides the second quarter and full year forecast financial results for the 2025/26 financial year, and a number of operational highlights that occurred in the quarter.
4. A second quarter Financial Results Summary, together with a detailed breakdown of income and expenditure items, and a separate report showing operating results by the principal activities identified within the Operational Plan, are provided at Attachment A.
5. The Capital Expenditure results to quarter 2, together with a summary of project expenditure including significant variances and proposed budget adjustments for 2025/26 and future years, are at Attachment B.
6. Additional reports which contain supplementary information are also provided at Attachment D for information.

2025/26 Operating Budget

7. The adopted 2025/26 budget projected operating income of \$748.5M and operating expenditure of \$631.4M, for an Operating Surplus of \$117.1M. After allowing for interest income of \$30.4M, capital grants and contributions of \$97.4M, depreciation expenses of \$129.0M and capital project related costs of \$7.1M, the City projected a budgeted Net Operating Result for the year of \$108.9M.

Second Quarter Operating Results

8. The second quarter operating result was \$53.3M against a budget of \$53.8M, an unfavourable variance of \$0.5M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Net Operating Result is \$47.0M compared with a budget of \$33.3M.
9. The result includes favourable variances in employee benefits and on-costs of \$2.4M, operating expenditure of \$3.7M, capital grants and contributions of \$10.5M (noting that timing of receipts is inherently difficult to predict), interest income of \$1.8M and capital project related costs of \$1.2M, partially offset by unfavourable variances in operating income of \$6.6M.

10. The primary operating income variations to the budget are detailed in the table below:

Income Type	2025/26 YTD budget variance	2025/26 full year forecast to budget variance	Comment
Commercial Property Income	(\$1.6M)	(\$2.5M)	A challenging leasing market and changing let up assumptions leading to lower than expected income.
Enforcement income	(\$2.3M)	(\$2.9M)	Longer than usual periods of inclement weather disrupted operations, resulting in fewer infringements.
Other income	\$4.0M	\$7.7M	Income relating to the delayed settlement of the Fig and Wattle property divestment.
Parking Meter Income	(\$0.8M)	(\$1.3M)	Parking meter revenue is up 8% year on year. However inclement weather and improved public transport options, have resulted in an unfavourable variance to budget.
Work zone	(\$1.9M)	(\$2.6M)	The average value of work zone applications received are trending lower, and for shorter durations, as developers seek to reduce costs in a challenging economic environment.

11. The primary operating expenditure variances to the budget are detailed in the table below:

Expenditure Type	2025/26 YTD budget variance	2025/26 full year forecast to budget variance	Comment
Employee benefits and on-costs	\$2.4M	\$0.9M	The forecast variance is primarily due to permanent vacancies in a competitive labour market, partially offset by an increase in agency staff used to backfill essential roles.
Enforcement & infringement costs	(\$0.7M)	(\$1.5M)	The budget assumed profit share arrangements with the NSW Government would cease in 2025/26. The finalisation of these arrangements remain under negotiation.
Event Related	\$1.2M	\$1.1M	The variance reflects savings from reduced spend on outdoor dining, banners, and major event related activities.
Property related expenditure	(\$2.7M)	(\$4.1M)	Largely driven by the lift in activity associated with reactive and preventative property maintenance.
Service Contracts	\$0.6M	(\$1.6M)	Additional resources to address higher than contracted clean-up and bulky waste volumes.
Waste Disposal Charges	\$0.9M	\$1.2M	Reduced expenditure due to lower residual waste and comingled recycling tonnages, plus a lower comingled recycling unit rate under the new processing contract.

12. The main variances which adjust the operating result to the net result are detailed in the table below:

Type	2025/26 YTD budget variance	2025/26 full year forecast to budget variance	Comment
Interest income	\$1.8M	\$2.9M	Higher actual interest rates on investments have been achieved compared to the budget assumption (4.25%). The lift in official interest rates by the Reserve Bank of Australia at their February meeting, driven by persistent inflation above the target range (2% - 3%), indicates rates will remain higher than anticipated.
Capital grants and contributions (Cash and WIK)	\$10.4M	\$2.3M	Larger receipt of Capital Grants - Works In Kind (non-cash) than anticipated in the budget.

Additional commentary on the second quarter operating result

13. Financial performance has generally been strong across Council year to date. Most divisions are forecasting full year results that are favourable to their annual operating result budgets for 2025/26, with the exception of Chief Operating Office and City Planning, Development and Transport (noted below). There are some individual units that are currently forecasting to have unfavourable results due to specific increased operational demands, as summarised at Attachment A.
14. The Chief Operations Office is forecasting an unfavourable operating result due to increased activity and costs associated with reactive and planned property maintenance, as well as a challenging commercial property leasing market.
15. City Planning, Development and Transport is forecasting an unfavourable operating result due to a decline in income from development applications.

Capital Expenditure

16. The Capital Works program achieved expenditure of \$122.4M against a YTD budget of \$141.5M.
17. The full year forecast of the capital works program has been reduced from a budget of \$312.2M to \$278.3M following the latest review, which assessed the expected delivery of projects and revised cost estimates for each individual project.

18. Progress on a number of projects has advanced beyond that included within the program budget projections for 2025/26. Approval is therefore sought to bring forward funds of \$5.0M from future years' capital works forward estimates, and to approve the transfer of \$1.0M from capital works contingency, and to reallocate funds from relevant programs within the capital budget to continue to progress projects as detailed at Attachment B.
19. Significant variances are forecast for some of the 2025/26 capital program budgets and future years' forward estimates. These variances are listed and explained at Attachment B.
20. A financial summary of the Capital Works program, the proposed budget adjustments, and a status report on all commenced capital projects exceeding \$5.0M in value is also provided at Attachment B.
21. Technology and Digital Services capital expenditure YTD, for internally developed projects, is \$15.0M against a budget of \$18.4M with a forecast of \$30.0M that is \$4.1M higher than the full year budget of \$25.9M. Approval is sought to bring funds forward of \$4.1M and approve the transfer of \$1.3M from the capital works contingency and to reallocate funds from relevant programs within the capital budget to continue to progress projects as detailed at Attachment B.
22. Plant and Equipment expenditure incurred YTD, net of disposals, was \$5.3M against a budget of \$11.5M with a full year forecast of \$31.9M against a full year budget of \$32.3M.
23. In the second quarter, Council finalised the divestment of 338 Botany Road, Alexandria (sold to St George Community Housing for affordable housing - approved by Council in 2017). The full-year forecast for net Divestments is \$122.3M.

Operational Highlights

24. During this quarter the operational highlights included:
 - (a) In October 2025 Wimbo Park in Surry Hills won the Parks and Open Space category of the 2025 National Landscape Architecture Awards for its simple, nature-focused setting, offering generous, relaxed green open space reflective of an engagement-led process. The update of Wimbo Park was completed in March 2025.
 - (b) Moon Festival events were held at Ultimo Community Centre on 2 October, Ron Williams Community Centre in Redfern on Friday 3 October, and Joynton Avenue Creative Centre on Tuesday 7 October. Activities across the centres included traditional Chinese music, afternoon tea with mooncakes, lantern-making crafts, games, lucky door prizes, Erhu and Tai Chi performances and a lantern parade at Matron Ruby Grant Park.
 - (c) The City's Sydney Streets program recommenced in November with Macleay Street in Potts Point on 1 November 2025 and Glebe Point Road in Glebe on 15 November. Local neighbourhood roads were closed for the free events which included pop-ups with market stalls, street shops, music, knick-knacks and alfresco dining.

- (d) More than 70 attendees representing 30 countries and 15 education institutions attended an International Student Career Panel held on 29 November 2025 at Town Hall House. The event was co-designed and delivered by international student leaders from the City of Sydney's International Student Leadership and Ambassador (ISLA) program. The event featured a structured program including a networking workshop, a career panel discussion and facilitated networking opportunities. The panel showcased ISLA alumni who have successfully established careers in Sydney.
- (e) City of Sydney partnered with ACON to deliver an event for trans and gender diverse Aboriginal and Torres Strait Islander people at 119 Redfern Street, Redfern on Sunday 30 November 2025. The event, attended by over 40 people provided a safe space for community to come together and remember those lost to transphobic violence and abuse and to celebrate trans euphoria.
- (f) In November 2025 the Lord Mayor's Welcome for International Students – held annually and presented in partnership with Study NSW, major universities and TAFE NSW – won the Industry Excellence Award category of the NSW International Education Awards 2025. The welcome fosters inclusion and community for international students arriving in Australia. The event brings together Sydney's vibrant multicultural community and supports students to set themselves up for success with access to support services and student integration. The event has grown significantly, from 500 attendees in 2023 to almost 950 in 2025, attracting students from more than 67 countries and 12 institutions.
- (g) A replica of the JOY statue - originally located for 18 months in 1995 on the corner of Stanley and Yurong Streets, Darlinghurst - was officially unveiled on 8 November 2025. The original artwork is believed to be the world's first statue of a sex worker. Artist Loui May (née Fraser) created the artwork out of cement and marble dust to pay tribute to sex workers in the area. The original artwork was removed in 1997 before being given to Macquarie University.
- (h) Works to replace the passenger lift and 4 escalators at Railway Square are now complete and the new lift and escalators are operational and open to the public. The new lift and escalator are accompanied by new electrical, hydraulic, mechanical, fire and security services, which will provide much improved reliability.
- (i) On 26 November 2025, the City in partnership with NSW Police and Counterpoint Community Services, hosted 'Cuppa with a Cop' for Waterloo social housing residents at the Factory Community Centre. The community safety event was held in response to requests from residents, via the Waterloo Wellbeing and Safety Action Group, for more opportunities to connect with the South Sydney Police Area Command. Approximately 55 people attended the event and were offered coffee and pastries, creating a warm and welcoming setting for conversations with Police and local service providers.

- (j) International Day of People with Disability is held annually on 3 December. It is a United Nations internationally observed day aimed at increasing public awareness, understanding and acceptance of people with disability. The City marked the day with events across its venues. Highlights included a business breakfast at Town Hall House on inclusive design, a neurodiversity workshop for community workers at Redfern, and a crafting session at Green Square where participants made sensory toys. A smartphone video workshop empowered people with disability and carers to create engaging content, while Glebe Library hosted bilingual storytime for d/Deaf and hearing preschoolers. Inclusive sports days at Perry Park offered safe, supportive activities for adults and young people. Celebrations concluded with Are You Pulling My Leg?, a comedy show at Lower Town Hall and Green Square Library, showcasing creativity and resilience.
- (k) Christmas celebrations this year included concerts, a fair and other activities. Community concerts were held between 29 November and 14 December at Pirrama Park, Pyrmont; Turruwul Park, Rosebery; Bicentennial Park, Glebe; Reg Bartley Oval, Rushcutters Bay; and Alexandria Park, Alexandria. The Surry Hills Christmas Fair was held on 13 December and included market stalls, live music, performances, games and other fun activities. The 25 metre tall Martin Place Christmas tree was officially lit on 27 November 2025, and it featured more than 110,000 LED lights, 350 oversized baubles, a three-and-a-half-metre star and over 15,000 native Australian flowers woven through its 800 branches. A Christmas Organ Concert was held at Sydney Town Hall on 17 December. The City also hosted 'Christmas in the City: an International Student Festive Walk', in the Marconi Room at Town Hall House with over 50 international students attending and/ or volunteering at the event. Activities included a Welcome to Country, Australian festive food, and a group walk to Martin Place to view the official lighting of the Christmas tree.
- (l) Sydney's New Year's Eve celebrations began with a smoking ceremony at 7.30 pm, followed by an 8.45 pm Calling Country ceremony and family fireworks at 9 pm. The midnight firework display was accompanied by a soundtrack from Jono Ma of Jagwar Ma. Fireworks and pyrotechnic shots were deployed from multiple CBD locations, including the Opera House, Harbour Bridge and city rooftops. Additional western-side launch sites this year expanded the viewing area for spectators. Custom digital projections of Australian flora and fauna, created by VANDAL using plant DNA combined with artificial intelligence, illuminated the bridge pylons, symbolising nature reclaiming the city. Shortly before 9 pm, the pylons were lit white with a dove and the word "Peace" to honour the victims of the Bondi Beach terror attack, with a further minute's silence held at 11 pm when the pylons were again lit white with a Menora. The bridge was illuminated blue at 10 pm to highlight the City's charity partner, Beyond Blue. The ABC's broadcast included a Welcome to Country by Gadigal Elder Auntie Joan Bell before the 9 pm fireworks.

Financial Implications

25. At quarter 2 the YTD Operating Result was \$53.3M, with a full year forecast Operating result of \$115.6M against a budget of \$117.1M, an unfavourable variance of \$1.5M. At quarter 2, the YTD Net Operating Result was \$47.0M, with a full year forecast of \$113.1M against a budget of \$108.9M, a favourable variance of \$4.2M.
26. As the evolving and challenging operating environment continues this financial year, the City will continue to closely monitor trends in forecast financial performance in detail against operational and capital programs within the long-term financial plan, and ensure that reviews of our plans maintain our long-term financial sustainability.
27. The City remains in a strong financial position with a YTD cash balance of \$687.0M at 31 December 2025, that is projected to be utilised over the life of the long term financial plan to deliver and maintain the City's strategies, services, assets and infrastructure on behalf of its community.

Key Implications

Strategic Alignment - Sustainable Sydney 2030–2050 Continuing the Vision

28. 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.
29. The Delivery Program, Operational Plan and Resourcing Strategy support the achievement of the desired social, cultural, environmental and economic outcomes contained within the Community Strategic Plan Delivering Sustainable Sydney 2030–2050. This report supports the implementation of all strategic directions and objectives.

Organisational Impact

Risks

30. 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.
 - 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 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.

Relevant Legislation

31. The Local Government Act 1993 and Local Government (General) Regulation 2021 require quarterly progress reports against the financial objectives.
32. In August 2025, the Office of Local Government issued revised Quarterly Budget Review Statement Guidelines under section 203 (3) of the Local Government (General) Regulation 2021. This requires all councils to report using the new format and to upload their finalised quarterly statements to the Office of Local Government (OLG) to monitor compliance, undertake performance reviews and risk assessments, and if required, undertake any necessary regulatory enforcement. Note that in previous quarters the City has forwarded our Quarterly Review reports to the OLG once adopted by Council.
33. Section 406 of the Local Government Act 1993 requires councils to comply with the Integrated Planning and Reporting Guidelines, issued by the Chief Executive of the Office of Local Government. Essential element 4.9 of the Guidelines require regular reports (at least 6 monthly) against the Delivery Program.

Critical Dates / Time Frames

34. The quarterly report is due to be submitted to Council within 2 months of the end of the respective quarter.
35. The information contained within this report reflects Council's financial performance in the current financial year.

Public Consultation

36. There is no requirement for public consultation for this report.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

Financial Results Summary

Financial Summary

City of Sydney | Q2 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	374.0	367.4	(6.6)	748.5	-	748.5	745.9	(2.6)
Employee benefits and on-costs	163.9	161.5	2.4	319.0	-	319.0	318.1	0.9
Other operating expenditure	156.3	152.6	3.7	312.4	-	312.4	312.2	0.2
Operating Expenditure	320.2	314.1	6.1	631.4	-	631.4	630.3	1.1
OPERATING RESULT (before depreciation, interest, capital related costs and capital related income)	53.8	53.3	(0.5)	117.1	-	117.1	115.6	(1.5)
Add additional income:								
Interest Income	15.2	17.0	1.8	30.4	-	30.4	33.3	2.9
Capital grants and Contributions	32.3	42.7	10.4	97.4	-	97.4	99.7	2.3
Less additional expenses:								
Depreciation	64.5	63.9	0.6	129.0	-	129.0	129.0	-
Capital Project Related Costs	3.5	2.3	1.2	7.1	-	7.1	6.6	0.5
Add Net Gain on Disposal of Assets and Revaluations:								
Gain / (Loss) on Sale of Assets	-	0.2	0.2	-	-	-	0.2	0.2
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	33.3	47.0	13.7	108.9	-	108.9	113.1	4.2
Capital Works	141.5	122.4	19.1	276.7	35.4	312.2	278.3	33.9
Capital Works (Technology and Digital Services)	18.4	15.0	3.4	24.0	1.9	25.9	30.0	(4.1)
Plant and Equipment	11.5	5.3	6.2	23.2	9.2	32.3	31.9	0.4
Property Acquisitions and (Divestments)	(169.7)	(8.1)	(161.6)	(122.3)	-	(122.3)	(122.3)	-
TOTAL CAPITAL EXPENDITURE	1.8	134.5	(132.7)	201.6	46.5	248.1	218.0	30.1
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)	96.0	(1.9)	(97.9)	29.4	(39.6)	(10.2)	14.9	25.1
CLOSING CASH BALANCE	784.9	687.0	(97.9)	717.1	(38.4)	678.7	703.8	25.1

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

Quarterly Income Statement

City of Sydney | Q2 2025/26

Year-to-date					Full Year						
\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)	Variance %
OPERATING INCOME											
Advertising Income	10.1	9.9	(0.2)	(2%)	19.7	20.4	-	20.4	21.1	0.7	3%
Building & Development Application Income	3.4	2.9	(0.5)	(15%)	6.8	6.9	-	6.9	6.0	(0.9)	(13%)
Building Certificate	1.0	1.1	0.1	10%	2.1	2.1	-	2.1	2.1	-	-
Child Care Fees	0.7	0.7	-	-	1.3	1.5	-	1.5	1.5	-	-
Commercial Properties	36.8	35.2	(1.6)	(4%)	72.5	77.3	-	77.3	74.8	(2.5)	(3%)
Community Properties	6.3	6.2	(0.1)	(2%)	11.7	12.5	-	12.5	12.6	0.1	1%
Enforcement Income	21.9	19.6	(2.3)	(10%)	42.0	43.7	-	43.7	40.8	(2.9)	(7%)
Grants and Contributions	9.4	8.1	(1.3)	(14%)	16.0	18.5	-	18.5	18.4	(0.1)	(1%)
Health Related Income	0.9	1.0	0.1	11%	1.8	1.9	-	1.9	1.9	-	-
Library Income	0.1	0.1	-	-	0.2	0.1	-	0.1	0.1	-	-
Other Building Fees	7.0	6.8	(0.2)	(3%)	10.9	13.9	-	13.9	13.8	(0.1)	(1%)
Other Fees	2.8	3.4	0.6	21%	6.2	5.9	-	5.9	6.6	0.7	12%
Other Income	0.2	4.2	4.0	2570%	7.0	0.3	-	0.3	8.0	7.7	2474%
Parking Meter Income	25.1	24.3	(0.8)	(3%)	44.1	49.3	-	49.3	48.0	(1.3)	(3%)
Parking Station Income	5.7	5.7	-	-	10.9	11.3	-	11.3	11.2	(0.1)	(1%)
Private Work Income	3.9	2.4	(1.5)	(38%)	8.4	7.8	-	7.8	7.7	(0.1)	(1%)
Rates & Annual Charges	221.4	220.9	(0.5)	(0%)	421.5	442.8	-	442.8	442.1	(0.7)	(0%)
Sponsorship Income	0.1	0.0	(0.1)	(105%)	0.2	0.2	-	0.2	0.1	(0.1)	(48%)
Venue/Facility Income	7.7	7.5	(0.2)	(3%)	32.9	14.5	-	14.5	13.9	(0.6)	(4%)
Work Zone	8.2	6.3	(1.9)	(23%)	14.5	16.1	-	16.1	13.5	(2.6)	(16%)
Operating income (excluding VIK)	372.8	366.1	(6.7)	(2%)	730.7	746.9	-	746.9	744.2	(2.7)	(0%)
Value-in-kind income	1.3	1.3	-	-	1.6	1.6	-	1.6	1.6	-	-
OPERATING INCOME	374.0	367.4	(6.6)	(2%)	732.3	748.5	-	748.5	745.9	(2.6)	(0%)

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

Quarterly Income Statement

City of Sydney | Q2 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						
EMPLOYEE BENEFITS AND ON-COSTS											
Salaries and Wages	127.9	125.3	2.6	2%	231.1	253.5	(0.1)	253.4	249.9	3.5	1%
Other Employee Related Costs	1.0	0.8	0.2	19%	1.6	2.2	-	2.2	2.2	-	-
Employee Oncosts	6.6	4.2	2.4	36%	8.7	7.9	-	7.9	6.4	1.5	19%
Agency Contract Staff	6.3	11.1	(4.8)	(76%)	25.1	11.7	-	11.7	19.5	(7.8)	(66%)
Superannuation	17.1	15.5	1.6	9%	27.6	33.7	0.2	33.9	30.2	3.7	11%
Travelling	0.1	0.1	-	-	0.2	0.2	-	0.2	0.2	-	-
Workers Compensation Insurance	3.6	3.6	-	-	10.1	7.1	-	7.1	7.1	-	-
Fringe Benefit Tax	0.4	0.2	0.2	53%	0.5	0.8	-	0.8	0.8	-	-
Training Costs (excluding salaries)	0.9	0.8	0.1	12%	1.8	1.9	-	1.9	1.7	0.2	11%
Employee benefits and on-costs	163.9	161.5	2.4	1%	306.6	319.0	-	319.0	318.1	0.9	0%
OTHER OPERATING EXPENDITURE							-				
Bad & Doubtful Debts	0.2	(0.0)	0.2	133%	0.4	0.3	-	0.3	0.3	-	-
Consultancies	1.1	1.2	(0.1)	(9%)	2.8	3.5	-	3.5	3.4	0.1	3%
Enforcement & Infringement Costs	3.0	3.7	(0.7)	(23%)	8.6	5.9	-	5.9	7.4	(1.5)	(25%)
Event Related Expenditure	8.3	7.1	1.2	15%	14.4	15.3	-	15.3	14.2	1.1	7%
Expenditure Recovered	(3.0)	(2.3)	(0.7)	24%	(5.9)	(5.9)	-	(5.9)	(5.4)	(0.5)	8%
Facility Management	6.6	6.3	0.3	5%	31.7	12.3	-	12.3	12.5	(0.2)	(2%)
General Advertising	0.6	0.3	0.3	52%	0.8	1.1	-	1.1	1.0	0.1	9%
Governance	1.0	0.8	0.2	20%	3.6	2.2	-	2.2	2.0	0.2	9%
Government Authority Charges	4.9	4.4	0.5	10%	8.6	9.7	-	9.7	8.9	0.8	8%
Grants, Sponsorships and Donations	16.5	19.6	(3.1)	(19%)	26.2	27.3	0.1	27.4	27.8	(0.4)	(1%)
Infrastructure Maintenance	31.8	28.0	3.8	12%	54.8	67.8	-	67.8	67.3	0.5	1%
Insurance	3.4	3.1	0.3	9%	7.5	6.7	-	6.7	6.8	(0.1)	(1%)
IT Related Expenditure	9.2	9.6	(0.4)	(4%)	16.1	18.5	-	18.5	18.0	0.5	3%
Legal Fees	1.9	1.6	0.3	15%	2.9	3.9	-	3.9	3.8	0.1	3%
Operational Contingencies	-	-	-	-	-	3.5	(0.4)	3.1	1.4	1.7	56%
Other Asset Maintenance	2.1	2.1	-	-	3.4	4.3	-	4.3	4.1	0.2	5%
Other Operating Expenditure	6.6	6.3	0.3	5%	10.8	12.2	-	12.2	12.0	0.2	2%
Postage & Couriers	1.0	0.8	0.2	20%	1.7	2.0	-	2.0	2.1	(0.1)	(5%)
Printing & Stationery	0.8	0.4	0.4	52%	1.3	1.5	-	1.5	1.2	0.3	20%
Project Management & Other Project Costs	0.9	0.8	0.1	12%	1.3	1.3	-	1.3	1.3	-	-
Property Related Expenditure	18.4	21.1	(2.7)	(15%)	44.0	38.0	-	38.0	42.1	(4.1)	(11%)
Service Contracts	12.7	12.1	0.6	5%	23.5	26.0	0.3	26.3	27.9	(1.6)	(6%)
Stores & Materials	3.0	2.2	0.8	27%	4.8	5.6	-	5.6	4.7	0.9	16%
Surveys & Studies	0.9	0.5	0.4	43%	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 | Q2 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	1.4	1.4	-	-	2.8	2.7	-	2.7	2.8	(0.1)	(4%)
Utilities	6.7	6.2	0.5	7%	12.3	12.7	-	12.7	12.7	-	-
Vehicle Maintenance	1.6	1.2	0.4	25%	2.7	3.2	-	3.2	2.9	0.3	9%
Waste Disposal Charges	13.6	12.7	0.9	7%	24.8	27.0	-	27.0	25.8	1.2	4%
Interest Expense	-	-	-	-	0.2	-	-	-	-	-	-
Other operating expenditure (excluding VIK)	155.0	151.3	3.7	2%	307.6	310.7	-	310.7	310.5	0.2	0%
Value-in-kind (VIK) expenditure	1.3	1.3	-	-	1.6	1.6	-	1.6	1.6	-	-
Total other operating expenditure	156.3	152.6	3.7	2%	309.3	312.4	-	312.4	312.2	0.2	0%
OPERATING EXPENDITURE (excluding depreciation)	320.2	314.1	6.1	2%	615.9	631.4	-	631.4	630.3	1.1	0%
OPERATING RESULT (before depreciation, interest, capital related costs and capital income)	53.8	53.3	(0.5)	(1%)	116.4	117.1	-	117.1	115.6	(1.5)	(1%)
Add additional income:							-				
Interest Income	15.2	17.0	1.8	12%	39.7	30.4	-	30.4	33.3	2.9	10%
Capital Grants	32.3	35.1	2.8	9%	75.0	91.4	-	91.4	90.7	(0.7)	(1%)
Capital Grants - Works In Kind	-	7.6	7.6	-	36.3	6.0	-	6.0	9.0	3.0	50%
Less additional expenses:							-				
Depreciation	64.5	63.9	0.6	1%	130.2	129.0	-	129.0	129.0	-	-
Capital Project Related Costs	3.5	2.3	1.2	35%	23.6	7.1	-	7.1	6.6	0.5	7%
Net gain/(loss) on disposal of assets and revaluations:							-				
Gain Loss on Sale of Assets	-	0.2	0.2	-	(6.6)	-	-	-	0.2	0.2	-
Gain Loss on Properties	-	-	-	-	26.4	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	33.3	47.0	13.7	41%	133.5	108.9	-	108.9	113.1	4.2	4%
CAPITAL EXPENDITURE											
Capital Works	141.5	122.4	19.1	13%	213.3	276.7	35.4	312.2	278.3	33.9	11%
Capital Works (Technology and Digital Services)	18.4	15.0	3.4	19%	17.3	24.0	1.9	25.9	30.0	(4.1)	(16%)
Plant and Equipment	11.5	5.3	6.2	54%	21.2	23.2	9.2	32.3	31.9	0.4	1%
Property Acquisitions and (Divestments)	(169.7)	(8.1)	(161.6)	95%	67.9	(122.3)	-	(122.3)	(122.3)	-	-
TOTAL CAPITAL EXPENDITURE	1.8	134.5	(132.7)	(7484%)	319.6	201.6	46.5	248.1	218.0	30.1	12%

* 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 | Q2 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	-	-	-	-	6.0	5.6	0.4	7%	(6.0)	(5.6)	0.4	7%
Office of the Lord Mayor	-	-	-	-	2.4	2.3	0.1	4%	(2.4)	(2.3)	0.1	4%
Secretariat	-	-	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Councillor Support	-	-	-	-	1.6	1.4	0.2	13%	(1.6)	(1.4)	0.2	13%
Chief Executive Office	-	-	-	-	0.9	0.9	-	-	(0.9)	(0.9)	-	-
Council Elections	-	-	-	-	0.0	0.0	-	-	(0.0)	(0.0)	-	-
Legal & Governance	-	0.0	-	-	6.9	6.8	0.1	1%	(6.9)	(6.8)	0.1	1%
Risk Management & Governance	-	0.0	-	-	2.5	2.3	0.2	8%	(2.5)	(2.3)	0.2	8%
Legal Services	-	-	-	-	4.0	4.0	-	-	(4.0)	(4.0)	-	-
Internal Audit	-	-	-	-	0.4	0.5	(0.1)	(22%)	(0.4)	(0.5)	(0.1)	(22%)
Chief Operations Office	44.1	43.1	(1.0)	(2%)	43.9	46.2	(2.3)	(5%)	0.3	(3.2)	(3.5)	(1344%)
Chief Operations Office	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
Property Services	44.1	43.1	(1.0)	(2%)	33.3	35.5	(2.2)	(7%)	10.8	7.5	(3.3)	(31%)
Professional Services	-	-	-	-	2.4	2.9	(0.5)	(20%)	(2.4)	(2.9)	(0.5)	(20%)
Project Development and Delivery	-	-	-	-	1.9	1.8	0.1	5%	(1.9)	(1.8)	0.1	5%
City Design	-	-	-	-	3.1	3.0	0.1	3%	(3.1)	(3.0)	0.1	3%
Green Square	-	-	-	-	0.3	0.3	-	-	(0.3)	(0.3)	-	-
City Access & Transport	0.0	0.0	-	-	2.2	2.0	0.2	9%	(2.1)	(2.0)	0.1	5%
Project Management Office	-	-	-	-	0.2	0.2	-	-	(0.2)	(0.2)	-	-
People Performance & Technology	1.7	1.8	0.1	6%	31.8	29.7	2.1	7%	(30.1)	(27.9)	2.2	7%
Customer Service	1.6	1.8	0.2	12%	4.4	3.9	0.5	11%	(2.8)	(2.1)	0.7	25%
People & Culture	-	0.0	-	-	5.0	4.9	0.1	2%	(5.0)	(4.9)	0.1	2%
Work Health & Safety	-	-	-	-	1.5	1.4	0.1	7%	(1.5)	(1.4)	0.1	7%
People Performance & Technology	-	-	-	-	0.6	0.4	0.2	31%	(0.6)	(0.4)	0.2	31%
Business & Service Improvement	-	-	-	-	0.7	0.6	0.1	14%	(0.7)	(0.6)	0.1	14%
Digital & Information Services	0.1	0.0	(0.1)	(174%)	19.5	18.4	1.1	6%	(19.5)	(18.4)	1.1	6%
City Life	14.3	13.9	(0.4)	(3%)	62.5	62.7	(0.2)	(0%)	(48.2)	(48.8)	(0.6)	(1%)
Creative City	1.0	1.0	-	-	21.3	20.8	0.5	2%	(20.3)	(19.8)	0.5	2%
Grants & Sponsorship	-	-	-	-	15.7	18.8	(3.1)	(20%)	(15.7)	(18.8)	(3.1)	(20%)
Venue Management	8.4	7.7	(0.7)	(8%)	6.8	6.1	0.7	10%	1.6	1.6	-	-
Social City	4.6	4.9	0.3	7%	13.8	12.9	0.9	7%	(9.2)	(8.0)	1.2	13%
City Economy & Safety	-	-	-	-	2.5	1.8	0.7	28%	(2.5)	(1.8)	0.7	28%
City Life Management	-	-	-	-	1.2	1.2	-	-	(1.2)	(1.2)	-	-
Sustainability Programs	0.4	0.2	(0.2)	(56%)	1.2	1.0	0.2	17%	(0.9)	(0.8)	0.1	12%

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

City of Sydney | Q2 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	0.2	0.8	0.6	300%	11.2	10.5	0.7	6%	(11.0)	(9.7)	1.3	12%
City Communications	-	-	-	-	5.3	5.2	0.1	2%	(5.3)	(5.2)	0.1	2%
Strategy & Urban Analytics	-	-	-	-	2.1	2.0	0.1	5%	(2.1)	(2.0)	0.1	5%
Resilient Sydney	0.2	0.8	0.6	300%	0.7	0.7	-	-	(0.5)	0.1	0.6	128%
City Engagement	-	-	-	-	1.1	1.1	-	-	(1.1)	(1.1)	-	-
Sustainability & Resilience	-	-	-	-	1.1	0.6	0.5	47%	(1.1)	(0.6)	0.5	47%
First Nations Leadership	-	-	-	-	0.7	0.6	0.1	14%	(0.7)	(0.6)	0.1	14%
Strategic Development & Engagement	-	-	-	-	0.3	0.2	0.1	39%	(0.3)	(0.2)	0.1	39%
Corporate Costs	224.6	226.7	2.1	1%	(1.3)	4.7	(6.0)	474%	225.9	222.0	(3.9)	(2%)
Finance and Procurement	0.4	0.4	-	-	7.8	7.0	0.8	10%	(7.5)	(6.5)	1.0	13%
Finance and Procurement Management	-	0.0	-	-	0.7	1.0	(0.3)	(42%)	(0.7)	(1.0)	(0.3)	(42%)
Business Planning & Performance	-	-	-	-	0.8	0.8	-	-	(0.8)	(0.8)	-	-
Financial Planning & Reporting	-	-	-	-	2.1	1.7	0.4	19%	(2.1)	(1.7)	0.4	19%
Revenue and Payments	0.4	0.4	-	-	2.2	1.8	0.4	18%	(1.8)	(1.4)	0.4	22%
Procurement	-	0.0	-	-	2.0	1.7	0.3	15%	(2.0)	(1.6)	0.4	20%
City Services	77.2	69.9	(7.3)	(9%)	127.1	118.2	8.9	7%	(50.0)	(48.3)	1.7	3%
Security & Emergency Management	-	-	-	-	3.3	3.5	(0.2)	(6%)	(3.3)	(3.5)	(0.2)	(6%)
City Rangers	21.7	19.6	(2.1)	(10%)	13.9	14.2	(0.3)	(2%)	7.9	5.4	(2.5)	(32%)
Parking Fleet and Depot Services	30.8	29.9	(0.9)	(3%)	10.1	9.2	0.9	9%	20.7	20.7	-	-
City Greening & Leisure	1.1	1.0	(0.1)	(9%)	27.6	25.8	1.8	7%	(26.5)	(24.8)	1.7	6%
City Services Management	-	-	-	-	0.5	0.5	-	-	(0.5)	(0.5)	-	-
Infrastructure Services	23.4	19.2	(4.2)	(18%)	28.5	24.4	4.1	14%	(5.1)	(5.2)	(0.1)	(2%)
City Cleansing & Resource Recovery	0.1	0.2	0.1	86%	43.2	40.5	2.7	6%	(43.1)	(40.3)	2.8	7%
City Planning Development & Transport	11.5	10.8	(0.7)	(6%)	24.1	22.7	1.4	6%	(12.6)	(12.0)	0.6	5%
Health & Building	1.3	1.3	-	-	8.6	8.2	0.4	5%	(7.3)	(6.9)	0.4	5%
Construction & Building Certification Services	6.5	6.0	(0.5)	(8%)	1.9	1.8	0.1	5%	4.6	4.2	(0.4)	(9%)
Planning Assessments	3.5	2.7	(0.8)	(23%)	10.2	9.5	0.7	7%	(6.7)	(6.8)	(0.1)	(1%)
Strategic Planning & Urban Design	0.3	0.7	0.4	145%	3.4	3.2	0.2	6%	(3.2)	(2.5)	0.7	22%
Council	374.0	367.4	(6.6)	(2%)	320.2	314.1	6.1	2%	53.8	53.3	(0.5)	(1%)

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

City of Sydney | Q2 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	-	-	-	-	11.6	11.4	0.2	2%	(11.6)	(11.4)	0.2	2%
Office of the Lord Mayor	-	-	-	-	4.6	4.6	-	-	(4.6)	(4.6)	-	-
Secretariat	-	-	-	-	2.0	2.1	(0.1)	(5%)	(2.0)	(2.1)	(0.1)	(5%)
Councillor Support	-	-	-	-	3.1	3.0	0.1	3%	(3.1)	(3.0)	0.1	3%
Chief Executive Office	-	-	-	-	1.8	1.7	0.1	5%	(1.8)	(1.7)	0.1	5%
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	7.6	0.2	3%	(7.8)	(7.6)	0.2	3%
Internal Audit	-	-	-	-	0.9	0.9	-	-	(0.9)	(0.9)	-	-
Chief Operations Office	92.0	90.3	(1.7)	(2%)	88.2	93.6	(5.4)	(6%)	3.8	(3.4)	(7.2)	(189%)
Chief Operations Office	-	-	-	-	0.8	0.8	-	-	(0.8)	(0.8)	-	-
Property Services	91.9	90.2	(1.7)	(2%)	67.4	71.9	(4.5)	(7%)	24.5	18.3	(6.2)	(25%)
Professional Services	-	-	-	-	4.6	5.7	(1.1)	(24%)	(4.6)	(5.7)	(1.1)	(24%)
Project Development and Delivery	-	-	-	-	3.8	3.8	-	-	(3.8)	(3.8)	-	-
City Design	-	-	-	-	6.2	6.0	0.2	3%	(6.2)	(6.0)	0.2	3%
Green Square	-	-	-	-	0.6	0.7	(0.1)	(16%)	(0.6)	(0.7)	(0.1)	(16%)
City Access & Transport	0.1	0.1	-	-	4.3	4.3	-	-	(4.2)	(4.2)	-	-
Project Management Office	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
People Performance & Technology	3.5	3.7	0.2	6%	63.2	60.6	2.6	4%	(59.6)	(56.9)	2.7	5%
Customer Service	3.4	3.6	0.2	6%	8.8	8.1	0.7	8%	(5.3)	(4.5)	0.8	15%
People & Culture	-	-	-	-	10.2	10.4	(0.2)	(2%)	(10.2)	(10.4)	(0.2)	(2%)
Work Health & Safety	-	-	-	-	3.0	2.9	0.1	3%	(3.0)	(2.9)	0.1	3%
People Performance & Technology	-	-	-	-	1.2	1.0	0.2	17%	(1.2)	(1.0)	0.2	17%
Business & Service Improvement	-	-	-	-	1.5	1.2	0.3	21%	(1.5)	(1.2)	0.3	21%
Digital & Information Services	0.1	0.1	-	-	38.5	36.9	1.6	4%	(38.4)	(36.8)	1.6	4%
City Life	25.8	24.7	(1.1)	(4%)	113.9	111.3	2.6	2%	(88.1)	(86.6)	1.5	2%
Creative City	1.1	1.1	-	-	38.4	38.1	0.3	1%	(37.2)	(36.9)	0.3	1%
Grants & Sponsorship	0.1	0.1	-	-	27.1	27.5	(0.4)	(1%)	(27.0)	(27.4)	(0.4)	(1%)
Venue Management	14.8	13.9	(0.9)	(6%)	12.3	11.3	1.0	8%	2.5	2.5	-	-
Social City	9.3	9.2	(0.1)	(1%)	25.8	24.9	0.9	3%	(16.4)	(15.7)	0.7	4%
City Economy & Safety	-	-	-	-	5.2	4.6	0.6	11%	(5.2)	(4.6)	0.6	11%
City Life Management	-	-	-	-	2.4	2.4	-	-	(2.4)	(2.4)	-	-
Sustainability Programs	0.4	0.3	(0.1)	(28%)	2.6	2.5	0.1	4%	(2.3)	(2.2)	0.1	4%

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

City of Sydney | Q2 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	21.2	1.2	5%	(21.6)	(20.4)	1.2	6%
City Communications	-	-	-	-	10.5	9.7	0.8	8%	(10.5)	(9.7)	0.8	8%
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	1.8	0.2	10%	(2.0)	(1.8)	0.2	10%
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	456.0	6.7	1%	0.2	9.2	(9.0)	(3811%)	449.0	446.9	(2.1)	(0%)
Finance and Procurement	0.7	0.7	-	-	15.1	13.6	1.5	10%	(14.3)	(12.9)	1.4	10%
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	3.7	0.4	10%	(4.1)	(3.7)	0.4	10%
Revenue and Payments	0.7	0.7	-	-	3.8	3.8	-	-	(3.1)	(3.1)	-	-
Procurement	-	0.0	-	-	4.2	3.2	1.0	24%	(4.2)	(3.2)	1.0	24%
City Services	153.4	147.7	(5.7)	(4%)	256.2	249.3	6.9	3%	(102.8)	(101.6)	1.2	1%
Security & Emergency Management	-	-	-	-	6.7	6.6	0.1	1%	(6.7)	(6.6)	0.1	1%
City Rangers	43.3	40.6	(2.7)	(6%)	27.6	28.0	(0.4)	(1%)	15.7	12.6	(3.1)	(20%)
Parking Fleet and Depot Services	60.6	59.2	(1.4)	(2%)	20.1	19.2	0.9	4%	40.4	40.0	(0.4)	(1%)
City Greening & Leisure	2.3	2.4	0.1	4%	55.0	53.8	1.2	2%	(52.7)	(51.5)	1.2	2%
City Services Management	-	-	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Infrastructure Services	46.9	45.2	(1.7)	(4%)	59.8	57.0	2.8	5%	(12.9)	(11.8)	1.1	9%
City Cleansing & Resource Recovery	0.3	0.3	-	-	86.1	83.7	2.4	3%	(85.8)	(83.3)	2.5	3%
City Planning Development & Transport	23.0	22.0	(1.0)	(4%)	47.0	46.6	0.4	1%	(24.0)	(24.6)	(0.6)	(2%)
Health & Building	2.6	2.6	-	-	16.9	16.4	0.5	3%	(14.3)	(13.8)	0.5	3%
Construction & Building Certification Services	12.9	12.3	(0.6)	(5%)	3.6	3.6	-	-	9.3	8.7	(0.6)	(6%)
Planning Assessments	7.0	6.0	(1.0)	(14%)	20.0	19.9	0.1	1%	(13.0)	(13.9)	(0.9)	(7%)
Strategic Planning & Urban Design	0.5	1.1	0.6	109%	6.6	6.7	(0.1)	(2%)	(6.0)	(5.6)	0.4	7%
Council	748.5	745.9	(2.6)	(0%)	631.4	630.3	1.1	0%	117.1	115.6	(1.5)	(1%)

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

Full-year income and expenditure forecast as at Q2 by principal activity

City of Sydney | Q2 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	544.4	5.2	186.6	189.9	(3.3)	352.6	354.5	(1.9)
A leading environmental performer	2.6	2.6	-	110.8	108.1	2.7	(108.2)	(105.5)	(2.7)
Public places for all	49.1	47.4	(1.7)	107.3	103.8	3.6	(58.2)	(56.4)	(1.9)
Design excellence and sustainable development	23.1	22.0	(1.1)	53.1	54.3	(1.2)	(30.0)	(32.3)	2.3
A city for walking, cycling and public transport	62.8	61.7	(1.1)	16.6	16.3	0.2	46.2	45.3	0.9
An equitable and inclusive city	7.6	7.6	-	47.8	50.3	(2.5)	(40.2)	(42.7)	2.5
Resilient and diverse communities	60.8	56.7	(4.1)	57.2	56.4	0.8	3.6	0.3	3.3
A thriving cultural and creative life	3.0	3.2	0.2	15.2	15.2	0.0	(12.2)	(11.9)	(0.3)
A transformed and innovative economy	0.2	0.2	-	31.3	30.6	0.7	(31.1)	(30.4)	(0.7)
Housing for all	-	-	-	5.5	5.4	0.1	(5.5)	(5.4)	(0.1)
Council	748.5	745.9	(2.6)	631.4	630.3	1.1	117.1	115.6	(1.5)

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

Capital Budget Review Statement

City of Sydney | Q2 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	25.5	21.7	3.8	47.4	6.0	53.4	-	53.4	43.4
Properties - Community, Cultural and Recreational	14.6	16.3	(1.7)	16.0	5.6	21.6	3.0	24.6	25.2
Open Space & Parks	11.2	10.2	1.0	15.7	1.6	17.3	1.5	18.8	18.1
Public Art	0.5	0.4	0.1	1.3	0.7	2.0	-	2.0	2.0
Green Infrastructure	1.8	1.3	0.5	5.5	1.9	7.3	-	7.3	5.7
Bicycle Related Works	8.7	6.3	2.4	13.8	5.9	19.7	0.1	19.8	12.6
Properties - Investment and Operational	0.0	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	62.4	56.1	6.3	103.1	21.6	124.7	4.6	129.3	110.2
Public Art	0.4	0.2	0.3	1.6	(0.1)	1.6	-	1.6	1.5
Open Space & Parks	18.7	17.3	1.4	38.7	4.6	43.3	-	43.3	38.6
Public Domain	16.7	13.9	2.8	38.0	0.5	38.5	0.1	38.6	39.2
Properties Assets	22.7	16.3	6.4	53.7	8.8	62.5	1.8	64.3	55.3
Infrastructure - Roads Bridges Footways	15.1	14.1	1.0	25.1	-	25.1	-	25.1	25.2
Stormwater Drainage	5.5	4.4	1.1	8.5	0.0	8.5	-	8.5	8.5
Capital Programs Asset Renewal	79.2	66.2	13.0	165.6	13.8	179.4	1.9	181.3	168.2
Contingency	-	-	-	8.0	-	8.0	(2.3)	5.7	-
Project expenditure not creating asset value	(3.5)	(2.3)	(1.2)	(7.1)	-	(7.1)	-	(7.1)	(6.6)
Net Capital Expenditure	138.1	120.1	18.0	269.7	35.4	305.1	4.2	309.3	271.7
			-						
Capital Works (Technology and Digital Services)	18.4	15.0	3.4	24.0	1.9	25.9	5.4	31.2	30.0
Plant and Equipment	11.5	5.3	6.2	23.2	9.2	32.3	-	32.3	31.9
Property Acquisition / (Divestment)	(169.7)	(8.1)	(161.6)	(122.3)	-	(122.3)	-	(122.3)	(122.3)
Subtotal	(1.7)	132.2	(133.9)	194.6	46.1	241.0	9.5	250.6	211.4

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

Capital Budget Review Statement

City of Sydney | Q2 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	1.0	1.0	-	2.1	-	2.1	-	2.1	2.1
Developer Contributions (General)	32.2	25.3	6.9	62.3	4.3	66.5	-	66.5	62.0
Green Infrastructure Reserve	0.7	0.4	0.3	3.4	-	3.4	-	3.4	3.4
Green Square Reserve	23.8	19.9	3.9	35.7	-	35.7	-	35.7	35.7
Heritage Conservation Fund Reserve	6.4	6.4	-	14.6	-	14.6	-	14.6	-
Specific Reserve Funding	64.1	53.0	11.1	118.0	4.3	122.3	-	122.3	103.2
General Funding	(65.8)	79.2	(145.0)	76.5	41.8	118.7	9.5	128.3	108.2
Total Funding	(1.7)	132.2	(133.9)	194.6	46.1	241.0	9.5	250.6	211.4

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

Cash and Investments Budget Review Statement

City of Sydney | Q2 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	33.1	(103.5)	38.4	59.0	(140.2)	27.6
Specific Purpose Unexpended Grants	2.5	8.2	(6.7)	4.0	16.2	(13.2)	5.5
Domestic Waste Reserve	41.3	35.6	(34.0)	42.9	71.5	(70.2)	42.6
Stormwater Management Reserve	-	1.0	(1.0)	-	2.1	(2.1)	-
Total Externally Restricted Cash and Investments	152.5	77.9	(145.1)	85.3	148.8	(225.8)	75.6
Internally Restricted							
Supported Accommodation, Affordable and Diverse Housing Fund	19.0	-	(3.0)	16.0	-	(3.0)	16.0
Employee Leave Entitlement Reserve	7.8	1.6	(1.3)	8.0	3.0	(2.4)	8.5
Green Infrastructure Reserve	3.7	0.4	(0.4)	3.7	-	(3.4)	0.3
Green Square Reserve	162.9	-	(19.9)	143.0	-	(35.7)	127.2
Heritage Conservation Fund Reserve	68.7	-	(6.4)	62.4	-	(14.7)	54.0
Public Liability Insurance Reserve	1.0	-	-	1.0	-	-	1.0
Performance Cash Bonds	25.7	4.7	(3.5)	26.9	10.8	(8.9)	27.6
Workers Compensation Reserve	26.6	0.4	-	27.0	2.0	-	28.6
Total Internally Restricted Cash and Investments	315.4	7.1	(34.5)	287.9	15.8	(68.1)	263.1
Total Restricted Cash and Investments	467.9	85.0	(179.7)	373.2	164.6	(293.8)	338.7
Unrestricted Cash and Investments	297.0			313.8			365.1
Cash and Cash Equivalents	43.5			19.6			
Investments	721.5			667.4			
Total - Cash and Investments	765.0			687.0			703.8

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

Developer Contributions Summary

City of Sydney | Q2 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	255					(255)	12,745	20,902
Roads								0	
Traffic facilities	913	825				(825)		913	(3,924)
Parking								0	
Open space	12,151	4,395		3,327		(5,341)	946	15,478	(31,534)
Community facilities	32	691					(691)	32	14,556
Other								0	
Total S7.11 Under plans	25,842	6,166	0	3,327	0	(6,166)	0	29,169	0
S7.11 Not under plans								0	
S7.12 Levies		16,499				(16,499)		0	
S7.4 Planning agreements	64,478	2,068		4,317	749	(1,200)		70,413	
S64 Contributions								0	
Section 7.4 - affordable housing	76,157	7,578				(79,634)		4,101	
Total Developer Contributions	166,477	32,310	0	7,644	749	(103,499)	0	103,683	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 | Q2 2025/26

\$'000		CEO	General	Capital Works	Total
Adopted budget - contingency		2,000	1,500	8,000	11,500
Less Approved Contingency Allocations:					
Sep	Aboriginal and Torres Strait Islander Collaboration Fund Grant - Wyanga Aboriginal Aged Care Program		(100)		(100)
Sep	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 31 December 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 Friday 2 January 2026.



JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment B

Capital Expenditure Financial Results
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Capital Works Expenditure Summary

City of Sydney | Q2 2025/26

\$ Millions*	Year-to-date					Full-year			4 Years Budget Total	Total Project			
	Prior Year Actual	Dec YTD Budget	Dec YTD Actual	Variance Fav / (Unfav)	Life-to-date actual (Prior Years + YTD)	2025/26 Current Budget	2025/26 Current Forecast	Variance Fav / (Unfav)		2029/30 - 2034/35 Budget Years Total	Budget	Forecast	Variance Fav / (Unfav)
Public Domain	101.1	25.5	21.7	3.8	122.8	53.4	43.4	10.0	237.8	157.3	496.2	496.1	0.1
Properties - Community, Cultural and Recreational	36.6	14.6	16.3	(1.7)	52.9	21.6	25.2	(3.6)	51.0	38.4	126.0	126.7	(0.7)
Open Space & Parks	46.2	11.2	10.2	1.0	56.3	17.3	18.1	(0.8)	101.1	69.6	216.9	216.8	0.1
Public Art	3.6	0.5	0.4	0.1	4.0	2.0	2.0	-	12.0	8.7	24.3	24.3	-
Green Infrastructure	10.5	1.8	1.3	0.5	11.8	7.3	5.7	1.6	19.9	10.1	40.5	43.0	(2.5)
Bicycle Related Works	35.8	8.7	6.3	2.4	42.1	19.7	12.6	7.1	37.5	19.5	92.9	92.4	0.5
Properties - Investment and Operational	0.6	0.0	0.0	0.0	0.6	1.3	1.3	-	10.2	83.9	94.6	94.6	-
Stormwater Drainage	0.2	0.0	0.0	0.0	0.2	2.2	1.9	0.3	17.4	29.5	47.0	47.0	-
Capital Programs Asset Enhancement	234.6	62.4	56.1	6.2	290.8	124.7	110.2	14.6	486.8	417.0	1,138.4	1,141.0	(2.6)
Public Art		0.4	0.2	0.3	0.2	1.6	1.5	0.1	4.4	4.5	8.9	9.3	(0.4)
Open Space & Parks		18.7	17.3	1.4	17.3	43.3	38.6	4.7	154.7	196.2	350.9	351.9	(1.0)
Public Domain		16.7	13.9	2.8	13.9	38.5	39.2	(0.7)	126.2	76.6	202.9	202.3	0.6
Properties Assets		22.7	16.3	6.4	16.3	62.5	55.3	7.2	236.4	244.9	481.3	477.9	3.4
Infrastructure - Roads Bridges Footways		15.1	14.1	1.0	14.1	25.1	25.2	(0.1)	97.2	164.2	261.4	261.5	(0.1)
Stormwater Drainage		5.5	4.4	1.1	4.4	8.5	8.5	-	28.1	44.4	72.5	72.5	-
Capital Programs Asset Renewal		79.2	66.2	12.9	66.2	179.4	168.2	11.3	647.1	730.9	1,378.0	1,375.4	2.6
Contingency		-	-	-	-	8.0	-	8.0	8.0	-	8.0	-	8.0
TOTAL CAPITAL WORKS	234.6	141.5	122.4	19.2	357.0	312.2	278.3	33.8	1,141.9	1,147.9	2,524.4	2,516.3	8.1

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

Capital Works - Individual Projects as per 2025/26 plan > \$5M
City of Sydney | Q2 2025/26

\$ Millions*								
Project Name	Project Group	Prior Years Actual	2025/26 YTD Actual	Life to date Actual	Total Project Budget	Total Project Forecast	Variance	Q2 December 2025 Status Comments
City Centre Sydney Square Upgrade	Public Domain - Asset Enhancement	0.4	0.3	0.7	35.0	35.0	-	Head Design Consultant engaged. Concept design and detailed site investigations underway.
Dixon Street Public Domain Improvements	Public Domain - Asset Enhancement	0.8	0.7	1.5	8.5	8.5	-	Conduit and paving construction works on track for completion mid 2026. Furniture procurement underway and lighting design progressing.
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	33.4	3.2	36.7	37.9	38.4	(0.5)	Eastern section (Botany Rd to O'Riordan St) was opened to the public mid 2024. Construction of western section (O'Riordan St to Bowden St) have been delayed due to service authority approvals and works. Forecast completion by mid 2026.
Crown Street Public Domain	Public Domain - Asset Enhancement	24.8	7.9	32.7	33.1	33.1	0.1	All major civil works (footpath, road works and landscaping) are now complete. All five traffic signal TCS plans have been approved by TfNSW. Four of the traffic signals were completed in December 2025. Final remaining overhead electrical and timber poles are scheduled to be removed by early-mid 2026, subject to Ausgrid outage dates. The final minor traffic signal works are scheduled as part of the removal of the timber poles early-mid 2026.
Redfern and Darlington Pedestrian Improvements	Public Domain - Asset Enhancement	1.7	0.6	2.3	6.1	6.1	-	The Lawson Street crossing was open for use in December 2025 with some minor rectifications due for completion early 2026. This will complete the final component of works required under the deed of agreement with Transport for NSW. Further improvements will include continuous footpath treatments along high pedestrian routes between Redfern Station and Sydney University and traffic calming and pedestrian priority works in the West Redfern and East Darlington area. Design work and stakeholder engagement with Sydney Uni is ongoing to ensure that our works align with their planned work.
Northern Enterprise Precinct Public Domain Works	Public Domain - Asset Enhancement	-	-	-	5.0	5.0	-	Future Year Project
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	7.2	1.5	8.7	9.1	8.9	0.2	Project upgrade works are complete in Loftus St. A Lord Mayor opening event was held with the community on 4 November 2025. Some defect rectification works in Reiby Place are planned for January 2026. This will require after-hours work. Defect rectification to tactile indicators at the Bridge Grosvenor intersection is planned for Feb 2026. Outdoor dining and activation is well underway.
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement	19.9	5.7	25.5	44.0	44.3	(0.3)	Works are proceeding with gas relocation works at Curtin Place , granite paving on George St has been completed, except for the intersection of Bridge St/ Grosvenor St. All project barricades were removed from George Street for the December CBD Construction Moratorium. Footpath widening to the south side of Margaret St (between Carrington & York) is complete. Civil works for the Margaret St, Jamison St and Dalley St plazas are complete, with the plazas surfaced in temporary asphalt. Construction continues at Margaret St, Jamison St and Dalley St plazas in January. Stone cladding for plazas and new trees to be installed in 2026. Traffic Signal Plan approvals for the York/ Margaret, York/ Jamson/ Lang and Bridge/ Grosvenor/ George Streets are still outstanding and could affect project completion dates. Forecast for Completion is April 2026.

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

Capital Works - Individual Projects as per 2025/26 plan > \$5M
City of Sydney | Q2 2025/26

\$ Millions*								
Project Name	Project Group	Prior Years Actual	2025/26 YTD Actual	Life to date Actual	Total Project Budget	Total Project Forecast	Variance	Q2 December 2025 Status Comments
Erskineville Road Village footpath upgrade	Public Domain - Asset Enhancement	-	0.1	0.1	10.0	10.0	-	Concept design is underway with key investigations and a survey completed.
Harbour Street Footpath Public Domain Upg (Hay to Goulburn)	Public Domain - Asset Enhancement	-	-	-	6.0	6.0	-	Future Year Project
Link Road and Epsom Road Intersection	Public Domain - Asset Enhancement	0.5	0.1	0.6	12.5	12.5	-	Construction documentation complete. Contractor appointment in progress. Construction to commence in early 2026.
Campbell Street Public Domain Upg (George to Pitt Street)	Public Domain - Asset Enhancement	-	-	-	8.0	8.0	-	Concept design has commenced and discussion with key stakeholders commencing. A scoping report to Council is due in late 2026.
Victoria St Public Domain Upg (Craigend Street to Burton St)	Public Domain - Asset Enhancement	0.2	0.4	0.5	15.0	15.0	-	Community consultation commenced in September 2025. A project scoping report will be prepared for Council consideration in early 2026. Detailed design is scheduled for completion by mid-2026, with authority approvals to follow. Construction is planned to commence in early 2027 once all approvals have been obtained.
Stoney St Public Domain Upgrade (Crown to Riley)	Public Domain - Asset Enhancement	-	-	-	5.0	5.0	-	Future Year Project
Green Square Public School and Community Spaces	Properties - Community, Cultural and Recreational - Asset Enhancement	20.9	6.8	27.7	28.0	28.0	-	Project complete.
New Childcare - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement	-	-	-	8.0	8.0	-	Future Year Project
Sports Facilities - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement	-	-	-	7.0	7.0	-	Future Year Project
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	9.1	9.1	18.2	33.6	34.1	(0.5)	Construction under way, forecast for completion mid 2026.
Chippendale Community Facility	Properties - Community, Cultural and Recreational - Asset Enhancement	-	-	-	5.0	5.0	-	Future Year Project
Waterloo Estate Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement	-	-	-	10.0	10.0	-	Future Year Project
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement	0.2	0.1	0.3	78.0	78.0	-	Head Design Consultant contract awarded. Concept design to commence early 2026.

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Capital Works - Individual Projects as per 2025/26 plan > \$5M

City of Sydney | Q2 2025/26

\$ Millions*								
Project Name	Project Group	Prior Years Actual	2025/26 YTD Actual	Life to date Actual	Total Project Budget	Total Project Forecast	Variance	Q2 December 2025 Status Comments
Sydney Park - Fmr Nursery Re-use	Open Space & Parks - Asset Enhancement	0.0	0.0	0.0	12.0	12.0	-	Project brief finalised. Tender for Head Design Consultant in early 2026.
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	10.5	8.8	19.3	29.6	29.6	-	Construction under way, forecast for completion mid 2026.
Oxford street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	15.0	2.9	17.9	18.7	18.3	0.4	Project complete.
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	18.6	0.0	18.6	20.2	20.2	-	Project largely complete, cycleway open. Remaining works surrounding the Scentre Group development site outstanding.
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	0.9	0.5	1.4	8.1	8.1	-	Construction commenced September 2025, forecast completion late 2026.
City of Sydney South Bike Network Link - Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	1.1	0.2	1.2	7.6	7.6	-	Detailed design complete, and finalising signal plans. Construction to be staged with first stage of works to commence early 2026.
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement	-	-	-	6.1	6.1	-	Future Year Project
Bay St West - Site Redevelopment	Properties - Investment and Operational	-	-	-	40.0	40.0	-	Future Year Project
Belmore Park	Open Space & Parks - Asset Renewal	0.4	0.1	0.5	18.9	19.1	(0.2)	The concept design has been presented to Metropolitan Aboriginal Land Council and well received. The Concept will be presented to the Design Advisory Panel in February 2026. Public consultation will commence in early March with a scoping report to Council mid year.
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	5.6	7.5	13.1	27.4	27.4	-	Construction ongoing. Completion forecast mid 2026.
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	0.6	0.1	0.7	6.0	6.0	-	Detailed design complete. Tender for construction contractor in progress. Construction works to commence early-mid 2026.
Alexandria Park	Open Space & Parks - Asset Renewal	0.4	0.1	0.6	12.3	13.0	(0.6)	Concept design underway.
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.2	0.2	0.4	7.9	7.9	-	Concept Design complete. Community engagement workshops for the detailed design completed late 2025. Detailed design and documentation commencing early 2026.

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Capital Works - Individual Projects as per 2025/26 plan > \$5M
City of Sydney | Q2 2025/26

\$ Millions*								
Project Name	Project Group	Prior Years Actual	2025/26 YTD Actual	Life to date Actual	Total Project Budget	Total Project Forecast	Variance	Q2 December 2025 Status Comments
Ward Park	Open Space & Parks - Asset Renewal	0.3	0.2	0.4	6.4	6.4	-	Concept Design endorsed by Council in June 2025. Detailed design under way.
Green Park	Open Space & Parks - Asset Renewal	0.3	0.2	0.5	5.0	5.0	-	Concept Design endorsed by Council in September 2025. Detailed design under way.
Waterloo Oval and Park - Renewal	Open Space & Parks - Asset Renewal	-	0.0	0.0	13.4	13.4	-	Commencing site investigations.
Mount Carmel Park - Park Renewal	Open Space & Parks - Asset Renewal	-	-	-	7.6	7.6	-	Future Year Project
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal	-	-	-	5.5	5.5	-	Future Year Project
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal	-	-	-	6.0	6.0	-	Future Year Project
Customs House Façade Upgrade - Stage 2	Properties Assets - Asset Renewal	0.7	-	0.7	9.6	9.6	-	Future Year Project
Town Hall House, Façade Remediation	Properties Assets - Asset Renewal	12.0	0.1	12.1	12.4	12.4	-	Project complete.
343 George St - Facade Remediation	Properties Assets - Asset Renewal	12.0	2.8	14.8	20.0	19.5	0.5	Construction under way, forecast completion mid 2026.
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	2.5	3.9	6.3	37.7	37.7	-	Construction commenced mid 2025, forecast completion early 2027.
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	1.2	0.1	1.3	26.0	26.0	-	Construction tender in progress.
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	2.0	0.4	2.4	73.5	73.5	-	Stage 1 DA approved December 2025. Competitive Design process to commence in early 2026.
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	3.3	0.2	3.4	24.3	24.3	-	DA approved in September 2025. Finalising detailed design.
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal	0.1	0.4	0.5	25.0	25.0	-	Initial community consultation completed and detailed site investigations and concept design under way. Project scope report to Council early-mid 2026.
Customs House - Major Renewal	Properties Assets - Asset Renewal	-	-	-	20.0	20.0	-	Future Year Project
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal	-	-	-	5.0	5.0	-	Future Year Project
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal	-	-	-	25.0	25.0	-	Future Year Project
343 George Street - Level 1 2 3 Common Area/Services Renewal	Properties Assets - Asset Renewal	-	-	-	6.0	6.0	-	DA approved in September 2025. Finalising detailed design.
South Eveleigh to Waterloo Metro Cycleway	Bicycle Related Works - Asset Enhancement	0.2	0.0	0.2	6.6	6.6	-	Early investigations complete. Concept design to commence early 2026.
New Open Space - 22 ORIordan St Alexandra	Open Space & Parks - Asset Enhancement	-	-	-	18.0	18.0	-	Commencing site investigations.

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Capital Works - Individual Projects as per 2025/26 plan > \$5M
City of Sydney | Q2 2025/26

\$ Millions*								
Project Name	Project Group	Prior Years Actual	2025/26 YTD Actual	Life to date Actual	Total Project Budget	Total Project Forecast	Variance	Q2 December 2025 Status Comments
Town Hall Square	Public Domain - Asset Enhancement	-	0.0	0.0	150.0	150.0	-	Project scope and initial concept options / structure plan presented to Design Advisory panel. Site investigations and consultant engagements underway. Expression of Interest and Invited Tender for Head Design Consultant completed in late 2025. Project scope and tender report for Head Design Consultant engagement to Council in early 2026.
On-Street dining Permanent Sites	Public Domain - Asset Enhancement	-	-	-	20.0	20.0	-	Draft outdoor dining guidelines were approved by Council in December 2025 and now on public exhibition. The guidelines include provision for the city to develop a process for making current temporary on-street dining spaces permanent through permanent footpath extensions.
Contribution to VPA - New public domain at 905 South Dowling	Public Domain - Asset Enhancement	-	-	-	7.2	7.2	-	Future Year Project
Fitzroy Gardens Elizabeth Bay - Major Renewal Works	Open Space & Parks - Asset Renewal	-	-	-	7.1	7.1	-	Commencing site investigations.
Ron Williams Centre - Upgrade	Properties Assets - Asset Renewal	0.0	-	0.0	12.0	12.0	-	Initial concept design options being developed.
McElhone Stairs Pedestrian Lift	Properties Assets - Asset Renewal	0.0	-	0.0	5.0	5.0	-	Commencing site investigations.

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Capital Works Budget Adjustments

City of Sydney | Q2 2025/26

\$Millions *	2025/26 Financial Year					Proposed Budget Adjustments in Future Years					Total		Q2 2025/26 Status Comments
Project Name	Full Year Budget	Contingency Fund	In-Year Budget Adjustments	Brought Forward from Future Years	Proposed Adjusted Full Year Budget	2026/27	2027/28	2028/29	2029/30	2030/31 - 2035/36	Current Project Budget	Proposed Project Budget	
Net Zero Aquatic Centre - Victoria Park Pool	-	-	-	-	-	-	(0.22)	-	-	-	1.11	0.89	Transfer project savings from Victoria Park back into Net Zero Aquatic Centres program budget.
Net Zero Aquatic Centres Program	0.06	-	-	-	0.06	-	0.22	-	-	-	2.87	3.10	Transfer project savings from Victoria Park back into Net Zero Aquatic Centres program budget.
Traffic Committee - New Signs & Lines	0.21	-	-	0.09	0.30	(0.09)	-	-	-	-	10.80	10.80	Bring forward funding to enable the implementation of new 40 km/h zones and ensure continued delivery of approvals through the Local Pedestrian, Cycling and Traffic Calming Committee.
South Eveleigh to Waterloo Metro Cycleway	-	-	-	0.05	0.05	0.17	0.20	-	-	(0.42)	6.60	6.60	Bring funds forward to allow the design to be completed before the grant funding deadline.
Elizabeth St (Devonshire St to Eddie Ave)	0.00	-	-	0.05	0.05	0.38	-	-	-	(0.43)	4.80	4.80	Budget rephase is required to bring forward funds and proceed with the design.
Millers Point Greening and Traffic Calming	0.50	-	-	-	0.50	(0.75)	0.75	-	-	-	4.00	4.00	Budget rephase to align with current project program and forecast.
THH-L4 Terraces (Waterproofing/Paving) L3 Interiors Renewal	0.48	0.98	-	0.80	2.26	(0.28)	(0.45)	(0.08)	-	-	1.50	2.48	Additional funding is required to align with contractor pricing for the agreed scope of works.
Huntley Street Recreation Centre - Development	13.24	-	-	3.00	16.24	(3.00)	-	-	-	-	33.56	33.56	Budget rephased to align with the current progress.
Gunyama Park Stage 2 & George Julius Avenue North	11.81	-	-	1.50	13.31	(1.50)	-	-	-	-	29.59	29.59	Bring forward funding to cover variations resulting in the use of contingency.
Total Capital Works Projects	26.30	0.98	-	5.49	32.77	(5.07)	0.50	(0.08)	-	(0.84)	94.84	95.82	
Cityconnect Ongoing & Additional Services	2.50	-	-	3.35	5.85	(2.35)	(1.00)	-	-	-	9.60	9.60	Budget rephase to align with the project management plan.
ePlanning Phase 3	1.43	1.30	-	-	2.73	1.10	0.95	-	-	-	4.35	7.70	Additional budget required due to a change in the primary scope and objective of the project.
Future TDS Initiatives	-	-	-	-	-	-	-	-	-	(2.05)	77.29	75.24	FY27 and FY28 additional budget funding for the above.
Kronos Technical Upgrade	1.45	-	-	0.20	1.66	(0.20)	-	-	-	-	3.32	3.32	Budget rephase to align with the project management plan.
Whats on Transition to Sitecore	1.00	-	-	0.53	1.53	(0.53)	-	-	-	-	3.23	3.23	Budget rephase to align with the project management plan.
Total TDS Capital Works Projects	6.38	1.30	-	4.08	11.76	(1.98)	(0.05)	-	-	(2.05)	97.80	99.09	

Major Capital Works - Variance summary report greater than \$1M
City of Sydney | Q2 2025/26

Project Details				Project Status	\$ Millions*				
Project Name	Program Group	Project Group	Description	Q2 variance commentary	2025/26 Budget	2025/26 Forecast	2025/26 Variance	Total Project Budget	Total Project Forecast
Dixon Street Public Domain Improvements	Capital Programs Asset Enhancement	Public Domain	Public domain upgrade and renewal of Dixon Street south including new creative catenary lighting overlay Concept Plan development. The Dixon Street Public Domain Upgrade includes: public domain asset renewal scope development and delivery of seating, lighting, electrical, drainage and event infrastructure. The project will also develop the concept for a new 'ceiling of light' as a key cultural place making element for Dixon Street south.	Forecast underspend in FY26 reflects push out of budget into FY27 to align with construction program. Paving and in-ground services works progressing well on site, furniture tender in progress and design for catenary lighting is being developed. Completion expected in late 2027.	6.2	2.2	4.0	8.5	8.5
Redfern and Darlington Pedestrian Improvements	Capital Programs Asset Enhancement	Public Domain	Localised improvements across Redfern West and Darlington including traffic calming, pedestrian safety and localised public domain improvements. Works include improving the safety and public domain for pedestrians walking between Sydney University and Redfern Station, Wilson Street plaza between Ivy Street to Ivy Lane and near the Pemulwuy development in the area bounded by Eveleigh, Lawson, Abercrombie, and Cleveland Streets.	Push out of budget to FY27 reflects alignment to revised program	1.9	0.6	1.3	6.1	6.1
Link Road and Epsom Road Intersection	Capital Programs Asset Enhancement	Public Domain	Conversion of an existing roundabout intersection into a 4-way signalised intersection.	Forecast underspend in FY26 reflects push out of budget into FY27 to align with construction program. Contract awarded and works to commence on site in early 2026.	6.7	3.7	3.0	12.5	12.5
Huntley Street Recreation Centre - Development	Capital Programs Asset Enhancement	Properties - Community, Cultural and Recreational	Huntley Street Recreation Centre will deliver a new indoor sports facility for the Alexandria/Green Square area with 4 x indoor multipurpose courts and associated facilities. The adaptive reuse of the existing warehouse structure will create a fit for purpose, safe and vibrant facility for the local community. The project will promote active recreation and is positioned directly adjacent to the proposed Alexandra Canal cycleway.	Construction underway and works are progressing well. Forecast overspend in FY26 reflects bringing funds forward from FY27.	13.2	16.7	(3.5)	33.6	34.1
Gunyama Park Stage 2 & George Julius Avenue North	Capital Programs Asset Enhancement	Open Space & Parks	This project will deliver: a) Gunyama Park stage 2, including park amenities, playground, skate bowl and elements to encourage physical activity, seating, lighting, paths, tree planting and landscaping. b) The section of George Julius Avenue adjacent to Gunyama Park (between the future Peters Street and Zetland Avenue) as per the Epsom Park Public Domain concept.	Construction underway and works are progressing well. Forecast overspend in FY26 reflects bringing funds forward from FY27.	11.8	13.3	(1.5)	29.6	29.6
Net Zero Aquatic Centres Program	Capital Programs Asset Enhancement	Green Infrastructure	To explore replacing gas generating assets with electric generating assets and environmentally friendly refrigerant with an emphasis on end of life cycle asset renewal.	Total project variance of \$2,897,060, includes variance for CEUf funding of \$1,335m, additional funding from Victoria Park Pool project savings and expected shortfall for Gunyama Park Aquatic centre electrification for FY29. Design feasibility underway, will require change request for additional funds once PTE costs are known.	0.1	0.3	(0.2)	2.9	5.6
Primrose Avenue Quietway	Capital Programs Asset Enhancement	Bicycle Related Works	The project will enable a safe and direct link for people riding between Rosebery and Green Square. This replaces, and is a more direct connection than Dunning Avenue, the former regional route carried over from the South Sydney Council bike plan.	Construction underway. Forecast underspend in FY26 reflects push out of budget into FY27 to align with construction program.	5.2	4.0	1.2	8.1	8.1
ODea Avenue Cycleway	Capital Programs Asset Enhancement	Bicycle Related Works	This project, once implemented, will provide a quality cycling connection between Green Square and UNSW. The first step is to undertake a strategic design to inform the scope of work for further development in the concept and detailed design project phases.	Forecast underspend in FY26 reflects push out of budget into FY27 to align with revised program.	2.1	0.2	1.9	4.2	4.2
Belmont & Fountain Streets Cycleway	Capital Programs Asset Enhancement	Bicycle Related Works	This project will include a separated cycleway on Belmont Street (from Fountain Street to Alexandria Park Community School) and a continuous footpath treatment (CFT) at the northern intersection of Belmont Street & Fountain Street.	Push out of budget to FY27 reflects alignment to revised program	2.6	0.0	2.6	2.6	2.6
Parks General - Harry Noble Reserve	Capital Programs Asset Renewal	Open Space & Parks	Works to Harry Noble Reserve include the renewal of the playground and adjacent area including walls, paths, signage, park furniture, irrigation, water infrastructure, fencing, turf, garden beds and lighting.	Forecast underspend in FY26 reflects push out of budget into FY27 to align with revised program.	2.3	0.7	1.6	6.0	6.0
The Breezeway - Renovation	Capital Programs Asset Renewal	Properties Assets	Works include: roof leaks repairs; structural repairs; lighting upgrade; and heritage fabric repairs. This Project is being delivered with the concept scope approved by Transport for NSW as Asset Owner, with a confirmed contribution of approximately half the Total Project Cost.	Forecast underspend in FY26 reflects push out of budget into FY27 to align with revised program.	1.6	0.4	1.2	2.2	2.2
307 Pitt Street Fire Protection Upgrade	Capital Programs Asset Renewal	Properties Assets	Combined works to ensure compliance with Health and Building regulations.	Construction complete. Forecast underspend in FY26 reflects savings at completion of works.	3.0	1.2	1.8	6.4	4.6
Goulburn St Parking Station - Whole of structure remediation	Capital Programs Asset Renewal	Properties Assets	In broad terms remediation of the defects is required in order to remediate the structure to enable it to perform adequately for the remainder of the lease term, expiring 31 December 2059. The defects include the top surface of the car park deck, the slab soffit and precast elements, the external elevations; and the buildings substructure.	Construction tender in progress. Forecast underspend in FY26 reflects push out of budget into FY27 to align with revised program.	2.2	0.3	1.9	26.0	26.0

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Major Capital Works - Variance summary report greater than \$1M
City of Sydney | Q2 2025/26

Project Details				Project Status	\$ Millions*				
Project Name	Program Group	Project Group	Description	Q2 variance commentary	2025/26 Budget	2025/26 Forecast	2025/26 Variance	Total Project Budget	Total Project Forecast
Jubilee Oval Park + Sportsfield Amenities	Capital Programs Asset Renewal	Properties Assets	Delivery of a new park and sportsfield amenities including demolition of existing amenities buildings and disused umpire's room building.	Construction tender evaluation in progress. Forecast underspend in FY26 reflects push out of budget into FY27 to align with revised program.	1.9	0.2	1.7	3.8	3.8
Lift Upgrade/Replacement - Various Sites Phase2	Capital Programs Asset Renewal	Properties Assets	Lift upgrades/replacements at ABC Pool, Railway Square and Kings Cross Library.	Construction complete. Forecast underspend in FY26 reflects savings at completion of works.	3.5	1.6	1.9	5.0	3.1
THH-L4 Terraces (Waterproofing/Paving) L3 Interiors Renewal	Capital Programs Asset Renewal	Properties Assets	Renewal of failed membrane system.	Increase in Project budget resulting from market response above pre-tender estimates.	0.5	2.4	(2.0)	1.5	2.5
KGV Centre - Major Renewal	Capital Programs Asset Renewal	Properties Assets	Asset renewal works for the roof and façade of KGV Recreation Centre.	Forecast underspend in FY26 reflects push out of budget into FY27 resulting from delays in engagement of contractor.	1.8	0.7	1.2	4.0	4.0

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Attachment C

**Delivery program 2025-2029
December 2025 progress report**



Delivery Program 2025–2029 Progress Report

December 2025

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

City of Sydney – Delivery program 2025-2029 – December 2025 progress report

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Glossary

Appendix 1: Status definitions for progress reports

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

SD01 Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us

1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Major Programs	Progress To Date	Status
Optimise governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Internal communications aimed at educating staff and managers on their compliance and risk management responsibilities are ongoing, supported by continuing education and briefing sessions delivered to managers and staff on their compliance responsibilities as well as the recently developed training program focused on applying risk appetite in decision-making. Divisional workshops, initiated in 2025, focus on identifying and monitoring critical compliance obligations and will continue throughout the year with ongoing improvements being implemented to enhance the compliance obligations register. An updated Executive Risk Register has been deployed to the Governance, risk and compliance system, allowing more targeted information to be captured. Staff learnings and updates from the risk and compliance registers are reported to the Audit Risk and Compliance Committee on a quarterly basis.	On Track
44 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 revised its Mentally Healthy Workplace Plan to strengthen its approach to psychosocial risk management and to promote the use of best-practice resources that support a mentally healthy work environment. For the first half of this year there was a focus on the active follow-up and monitoring of incident and hazard reports. This included an increased emphasis on timely reviews and thorough investigation of both physical and psychological injuries, with the aim of strengthening existing controls and preventing recurrence. Together with the continued implementation of the Safety Management System, these initiatives contribute to improved health, safety and wellbeing outcomes for the City's workforce.	On Track
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The City's integrity framework was supported by a number of initiatives over this period. Two Independent Commission Against Corruption (ICAC) led in-house training sessions on Corruption Prevention in Grant Making were run for 56 employees with key roles in the grants administration process. New starters continued to receive training on the Fraud and Corruption Control Plan and the Public Interest Disclosure Policy in Code of Conduct training. The Code of Conduct face to face training module was updated to incorporate additional guidance and scenarios on building a culture of integrity. A seminar on Understanding and Preventing Common Forms of Corrupt Conduct was offered to all staff in this period. A quarterly review of the conflicts of interest register was completed. Staff communications included an International Fraud Awareness Week article Preventing Fraud is a Team Effort, Manager messages on the proper management of conflicts of interest disclosures, the updated Public Interest Disclosure Policy and managers' responsibilities under this policy, a link to the quarterly ICAC newsletter Corruption Matters, a reminder on dealing with public interest disclosures, protecting those who speak up and keeping reports confidential, and two updates on the Register of Delegations from the CEO to Executive Directors and staff.	On Track
Implement a risk based and comprehensive annual internal audit plan	The City's four year strategic internal audit plan for 2025/26 is well underway and tracking to plan, with progress against the plan reported at each meeting of the City's Audit Risk and Compliance Committee.	On Track
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The City's 2024/25 financial statements were completed without modification. Planning for the 2025/26 financial year statements has commenced.	On Track
Ensure Council electoral processes are well managed and meet legislative requirements	Reported annually in June	Not Yet Due To Report

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. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by the Office of Local Government, LGNSW and other providers is provided to all Councillors as applicable. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

On Track

Provide high quality internal legal advice and representation

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

Particular areas of focus currently include support for significant projects, property tenancy matters as well as significant acquisitions and divestments, advice on ongoing planning law reform and support for procurement transformation.

On Track

Optimise governance, risk and audit frameworks

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Public interest disclosures received	No	2	4	-	0	3	-	-	3		Indicator Only
Data breaches reported to the Mandatory Notification of a Data Breach Scheme	No	-	-	-	-	-	-	-	-	New measure. Reported annually in June	
Lost time injuries	No	43	69	-	25	8	-	-	33		Indicator Only

Foster leadership capabilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	0	0	-	-	-	-	-	-	Reported annually in June	Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	1	0	-	1	0	-	-	1		Indicator Only

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

Major Programs	Progress To Date	Status
Implement continuous improvement programs		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline processes, free up staff time and improve employee satisfaction. A transformation project of the procurement and contract management function is currently being implemented that will optimise efficiency and effectiveness.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The City's asset management documentation (asset management policy, asset management strategy and community asset management plan) has been updated, adopted and published as part of the Integrated Planning documents for 2025/26. Asset Management Plans for Street and Structure, Stormwater and Parks and Greening have been developed. Implementation of the asset management maturity improvement plan is underway.	On Track
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	For the first half of the year, 8 new or improved Smart Productivity Solutions were delivered or progressed for a range of business services, including for capital works, city spaces, greening, major events, security, work health and safety, and 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. Data from 15 computer systems was approved for disposal under authorised Systems Records Retention and Disposal Plans. Three business areas now have approved Information Protection Plans to identify and mitigate risks, with these risks tracked in the City's risk management system. Staff received regular updates via "Info Protect Tips" in the City's newsletter, and senior staff attended a session on information protection and data breach preparedness.	On Track
Develop responsive digital services		
Develop responsive digital services that are easy for our community to access and use	Following the launch of 84 smart digital forms in April 2024, we are now in the development phase for the next release of forms on city Connect. Some of the services included in the next release are digital parking permit renewals, busking applications, tree applications, traffic, parking & bus stop applications, community centre activity registrations and community bus booking applications. Work continues on the City's electronic booking system for community venues.	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 the firewall refresh and the start of our standard operating environment update across our desktop and laptops. We have also begun the refresh of our storage and backup environment in our datacentre. While the upgrade of key enterprise platforms such as TRIM, Pathway, time and attendance platform KRONOS and ePlanning are in progress.	On Track
Provide access to City of Sydney information and data		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	The City provided and promoted public access to City information by: – publishing 12,072 planning application documents, including 1,759 submissions relating to 319 planning applications, through the on-line Find a DA service – completing 1,497 requests for information, including 17 subpoenas and 29 section 41 (GIPAA) access applications (formals) A primary channel for proactive disclosure is the City's website, which had 1,286,669 users, 4,201,874 page views, and 187,302 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

3,029 new items were published to the Archives & History Resources catalogue from July to December 2025. Enhancements by volunteers and staff were made to a large range of existing items to make them more accessible. For example, the Surveyors' Field Books project was completed, which included listing 25,000 index entries to make the books more accessible to staff and the public. 13 new collections were added including Green Park and the Great Synagogue and 18 new place records (which provide basic information about fountains, artworks. Curiosities etc) including Hyde Park and the Tank Stream Fountain. Processing of the Sydney Star Observer Stock Media Library (LGBTIQA+ photographs) continued, with 29,534 photos registered, 6,794 digitised and 1,915 released to the public. Work has continued to identify and tag additional Aboriginal and Torres Strait Islander content so that it appears in search results for the City Archives. Descriptions are improved where required.

On Track

Provide business and spatial intelligence

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

We deployed 11 internal dashboards to support a range of business services and activities, including for public domain, workforce, urban forestry and capital works.

On Track

Strengthen workforce capability, diversity and inclusion

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

The City continues to implement its People Strategy, building on programs that enhance workforce capability, streamline ways of working, and strengthen manager insights through improved reporting tools. A refresh of the People Strategy is now underway to ensure strong alignment with the Community Strategic Plan. This work includes developing a detailed implementation plan with clearly defined roles, responsibilities, accountabilities, and measurable outcomes to support effective delivery.

On Track

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

The City is advancing EEO, Diversity, and Inclusion initiatives through ongoing consultation with stakeholders. Recent activities include:

- An anti-racism session by MindTribes for the Executive
- Consultation with the Multicultural Advisory panel on the City's Anti-Racism Framework
- A presentation on the Eora Journey and Stretch Reconciliation Plan was delivered by the First Nations Leadership team at the New Starter Forum

On Track

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Develop responsive digital services

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Communication received from the community via digital channels	%	65.73	73.28	-	73.2	73.6	-	-	73.4		Indicator Only
Average time to answer phone calls from the community	Secs	-	78.25	90	67	92	-	-	79.5		On Track
Community service requests received	No.	197,882	163,423	-	42,302	48,014	-	-	90,316		Indicator Only
Community service requests from all channels actioned within agreed service standards	%	87.23	92.42	85	93.6	96	-	-	94.8	Prior year data has been corrected.	On Track

Provide access to City of Sydney information and data											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA formal access applications received	No.	46	83	-	14	15	-	-	29		Indicator Only
GIPAA informal access applications received	No.	2,895	2,904	-	787	664	-	-	1,451		Indicator Only
Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent establishment positions	No	2,002.25	2,092.15	-	2,090.55	2,090.55	-	-	2,090.55		Indicator Only
Vacancy rate	%	6.49	5.39	-	4.52	6.5	-	-	5.51		Indicator Only
1.3 The City of Sydney is financially sustainable over the long-term											
Major Programs			Progress To Date							Status	
Maintain financial sustainability											
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges			Review and analysis is underway for preparation of the next iteration of the City's Long Term Financial Plan to be presented for approval to Council in June 2026							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			Review and analysis is underway for preparation of the next iteration of the City's long term financial plan. Quarterly budget review statements are presented to Council on a quarterly basis and are a central component of the ongoing monitoring of the City's long term financial plan.							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 updated 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. The City's 2024/25 annual report was completed in line with legislative requirements and endorsed at the November 2025 Council meeting. Work has commenced on developing the City's 2026/27 suite of integrated planning documents.							On Track	
Advocate for equitable contributions from ratepayers											
Collaborate with the NSW Government to achieve positive rating legislative reforms			The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing Regulations and guidance to support rating reforms, as and when required.							On Track	

Optimise investment property returns

Manage the City of Sydney's investment property portfolio to optimise revenue opportunities

The City has continued to actively manage the leasing and operational performance of the investment portfolio to optimise revenue outcomes and effectively manage holdover arrangements. The City has secured new leasing transactions and enhanced the portfolio mix to strengthen the overall performance of the investment portfolio. Market conditions remain challenging, with commercial tenants increasingly requiring fully fitted-out spaces and tenant incentives continuing to reflect prevailing market conditions. The City will continue to take a proactive and disciplined approach to reviewing and managing sites across the investment portfolio to maximise income opportunities and support longer-term tenure outcomes.

On Track

Ensure best practice procurement

Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability

The City's procurement activities follow the requirements of the Local Government Act and regulations. The Procurement transformation program is on track to simplify low-value purchasing.

On Track

Maintain financial sustainability

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	2.27	2.01	0	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
Own source revenue ratio. Benchmark >60%	%	84.47	85.62	60	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
Building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark > 100%	%	103.97	116.38	100	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only

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

Major Programs	Progress To Date	Status
Advocate for policy reform and integration		
Research, assess and make submissions on intergovernmental policy issues to the NSW Government and the Federal Government where appropriate	The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This year this included submissions for: the Draft NSW Heritage Strategy 2025, the NSW Net Zero Commission Consultation Paper, the Arts Tax Summit, Changes to Using E-Micromobility Devices on Public Transport, the Australian Energy Regulator (AER) - Ausgrid Community Power Network Trial, the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025, the Draft Community Improvement Districts Amendment Regulation 2025, National Food Security, Procurement Guidelines for NSW Local Government, Disability Discrimination Act 1992 Review, Select Committee on Proposed Energy from Waste Facilities, NSW Government - Draft Cool Places Guidelines V1 and the Local Government Remuneration Tribunal - 2026 Annual Review Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.	On Track

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

Major Programs	Progress To Date	Status
Continue to develop international, national, regional and local partnerships		
Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	In November 2025, the quarterly meeting of the Resilient Sydney Ambassadors brought together 52 representatives from 26 Greater Sydney councils, Ausgrid, and the NSW Reconstruction Authority. Resilient Sydney has made several submissions to influence state and national resilience agendas and highlighted the positive impact of the Greater Sydney Heat Smart City Plan, which is now driving meaningful action across the region. Resilient Sydney met with the Office of Social Cohesion, Multicultural NSW, and the NSW Premier's Department to discuss how Australia can better build community connections to strengthen democracy. Discussions focused on amplifying youth voices, collaborating with new partners, and exploring a potential regional NSW Social Cohesion Festival in 2026. In November 2025, the Heat Smart Sydney Forum 2025 was held in Granville reporting on progress against the Greater Sydney Heat Smart City Plan and strengthening the collaboration between government, industry, community and research leaders to improve heat resilience across the region. Resilient Sydney participated in a number of government and industry forums, including the Australian Social Cohesion Summit, formed new partnerships with Ending Loneliness and the Youth Research Centre, and provided guidance and feedback into national and state social cohesion initiatives, all aimed at building stronger community connections across the country.	On Track
Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network	During this period, the City hosted 14 international delegations from Thailand, South Korea, Japan, Taiwan, China, Vietnam and UK, with staff briefings to support knowledge exchange on topics such as net zero, wayfinding, urban planning and inclusion and diversity. Resilient Sydney hosted officials from the German Government in November providing a briefing on the Resilient Sydney Strategy (2025-2030) and the work undertaken to enhance social cohesion in Australia. Resilient Sydney's Chief Resilience Officer and Steering Committee Chair joined an international cohort of Chief Resilience Officers, mayors, investors, and changemakers in London at the Resilient Cities Forum Summit in n December 2025 for a two-day summit shaping the next decade of urban resilience. They also met with Greater London Authority, UK Preparedness Commission and Deputy Mayors leading work on the World Culture Forum and Net Zero.	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're innovative leaders in climate change mitigation and adaptation

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced		
Major Programs	Progress To Date	Status
Undertake initiatives to achieve net zero emissions for City assets and operations		
Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	The City's fleet transition to electric vehicles continues; 5 electric vehicles have been commissioned this financial year and an additional 9 electric vehicles have been ordered.	On Track
Reduce energy use in public lighting through renewal with highly efficient LED lights managed by smart controls	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 with more efficient LED lights fitted with smart controls has commenced and will continue over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. To date, the City has completed approximately 3,200 LED replacements under this program, resulting in an additional approximately 37% reduction in energy consumption for those upgraded lights. Ausgrid has also been progressively upgrading public lighting in their network 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 electrification and energy efficiency improvements to reduce energy use in City buildings, including replacement of gas cooking equipment, gas domestic hot water systems and gas heating boilers	The net zero framework for City properties has been approved, with at least \$18m dedicated in the long term financial plan to replace all gas equipment across the portfolio, including gas cooking equipment, gas domestic hot water and gas space heating boilers. Separate projects fall under this framework to deliver on the electrification target by 2030. The most significant electrification project completed this financial year to date is the electrification of pool heating and shower heating at Andrew Boy Charlton Pool, completed in September 2025.	On Track
Create, and then implement, a plan to reduce embodied carbon in our forward planned assets	The City finalised its embodied carbon measurement method v1.0 in September. The method aligns to industry standards and sets data and evidence quality hierarchies. Reporting templates have been developed to accompany the standard. The method is being implemented across large infrastructure and building works, with a focus on road renewals in year one. A revision to the Sydney Streets Technical Specifications was released in September, which included updates to the Sustainable Materials in Asphalt and Sustainable Materials in Concrete sections. The updated specifications will reduce embodied carbon and increase use of recycled materials.	On Track
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area		
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	The City is a member of key groups working to reduce embodied carbon including the Materials and Embodied Carbon Leadership Alliance (MECLA), the Australian Sustainable Built Environment Council (ASBEC), the Infrastructure Sustainability Council (ISC) and the Green Building Council of Australia (GBCA).	On Track
Support transition to zero emissions transport		
Advocate to the Federal and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	A submission on EV charging in apartment buildings was provided to NSW Fair Trading in September 2025, in response to their consultation request for the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025.	On Track

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. Our submission to the NSW Government's proposed ban on e-micromobility devices on rail public transport contributed to the more balanced outcome. Significant uptake in use of share bikes has increased the number and diversity of people riding, and contributes to a City for cycling. We have continued to engage with Transport for NSW so that their e-micromobility regulatory framework supports increased bicycle riding without affecting walking environments. The relevant Bill passed in late 2025 and the next step is responding to Draft Regulations when released. We made a major, second submission on the NSW Government's roads Act Review, to ensure that any act revision supports walking, bicycle riding and public transport.	On Track
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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. The Committee received final evidence in July 2025. There is no Inquiry report released to date, or Government response.	On Track
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Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The NSW Parliament's Inquiry into infrastructure for electric vehicle charging has not reported, however the NSW Government's late 2025 announcement of further grant funding for faster vehicle charging is consistent with our Submission.	On Track
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Undertake initiatives to achieve net zero emissions for City assets and operations											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,553.9	11,479.5	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only

Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste). Net zero by 2035	Tonnes CO2	3,225,392	-	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication. Final data for the financial year 2023/24 has become available and is updated here.	Indicator Only
Reduction in City of Sydney local area greenhouse gas emissions. Target 70% reduction from 2006 baseline of 5,815,521 tCO2e by 2030.	%	44.54	-	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication. Final data for the financial year 2023/24 has become available and is updated here.	Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	703.89	604.9	-	413.56	389.11	-	-	-	802.66	In the first half of the year, 52 Environmental grants were provided by the City for a year to date total of \$802,662. These projects were supported through the City's Green building, Festival and Events sponsorship, Innovation and ideas and Venue Hire Support grants.	Indicator Only

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

Major Programs			Progress To Date							Status	
Improve urban greening and canopy cover											
Deliver tree planting programs to maximise urban canopy, reduce urban heat and improve community health and wellbeing			Projects to increase canopy cover have continued. The City has planted 407 trees this year to date including street trees and park trees. The in-road planting projects have progressed, with construction completed in Rosebery Avenue and Tweedmouth Avenue Rosebery. Consultation has commenced for Cowper Wharf Rd, Woolloomooloo and 50 other sites across the Sydney local area.							On Track	
Improve habitat potential and biodiversity											
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces			The City is managing 16.48ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare / Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers continue to assist with annual planting activities as part of National Tree Day. In July 2025, 5,000 native grasses and shrubs were planted at Federal Park and Harold Park as part of two community greening events.							On Track	
Support participation in community greening											
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups			The City supports 19 community gardens and 4 Bushcare/Landcare groups operating within the area. Over 550 volunteers and community 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	
Improve urban greening and canopy cover											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	78,579	79,707	50,000	33,616	37,515	-	-	71,131	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting include: Chelsea Street Playground, Edgley Reserve, Cook and Phillip Park, Vescey Reserve, Wulaba Park, Harmony Park, Hollis Park, Sydney Park, Alexandria Park, and Hyde Park.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,888	12,054	9,000	2,671	3,560	-	-	6,231	Significant projects have included Walker St, Chalmers St (Redfern), Pitt St (Waterloo), Albion St , Liverpool St (Surry Hills), Tweedmouth Ave, Rosebery Ave (Rosebery), and Albert St (Erskineville). This work cools and greens he City while contributing toward the delivery of the City's greening target of 40% by 2050.	On Track

Improve habitat potential and biodiversity											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Area managed by the City of Sydney as native bush restoration	ha	15.2	15.68	13.5	-	-	-	-	-	Reported annually in June.	Indicator Only
2.3 Water is managed to support a resilient, sustainable, and liveable city											
Major Programs				Progress To Date							Status
Minimise potable water usage in the City’s operation											
Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible				Ongoing actions to reduce reliance on potable water use for irrigation in parks include: – Extending the trial of smart irrigation technology, with additional soil moisture sensors to allow comparison between sportsfields and passive parks, and to quantify climate change impacts. – Improved remote monitoring for leaks to improve response times for repairs. – The City’s parks water recycling and harvesting systems supplied 17.7ML of non-potable water for irrigation.							On Track
Minimise potable water use in the City’s operation through efficiency initiatives including water audits and utilising the leak detection framework				Design has commenced for three main water reuse initiatives at Alexandra Canal Depot, Kings Cross Carpark, and Prince Alfred Park Pool. The Water Data Analytics and Integration Project is in progress. This project will deliver advanced data dashboards to enhance monitoring, reporting, and decision-making for water performance across our assets. We are also reviewing the operation of cooling towers across several facilities. Preliminary adjustments have already achieved an estimated annual saving of 2–4 million litres of potable water. We have requested Sydney Water to change our Wastewater factor, which will reduce wastewater charges to the City. The City continues to manage and operate more than 40 rainwater recycling systems across the Sydney local area, providing sustainable alternative water sources for toilet flushing, cleaning, and other non-potable uses.							On Track
Collaborate to support a water sensitive city											
Implement extension of Green Square recycled water reticulation network				The extension of recycled water to the Suttons development is in the design phase. The preliminaries for the recycled water pipelines at Hinchcliffe Place and Woolpack Street with Mirvac.							On Track
Improve 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. New sites are planned and are at various stages of design and approval. New raingardens are also planned for construction by the City and developers. Maintenance programs are in place for all existing gross pollutant traps and raingardens to ensure the performance of these assets remains optimal.							On Track

Minimise potable water usage in the City's operation											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from the City of Sydney's operations. Target reduction from 2006 baseline of 431,000 kL	kL	364,883	374,981	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
City of Sydney local area residential potable water use per person per day. Target of 204 litres by 2030	Ltr	194.2	-	-	-	-	-	-	-	Reported annually in June. Data for 2023/24 is now available and has 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. Target 10% reduction from 2018/19 baseline of 2.32 litres/sqm/day by 2030	%	19.83	-	-	-	-	-	-	-	Reported annually in June. Data for 2023/24 is now available and has been updated. Data for 2024/25 is not yet available.	Indicator Only
2.4 A circular economy approach is embedded in products, services and systems											
Major Programs				Progress To Date							Status
Reduce waste from City operations											
Investigate and implement systems and innovations that increase reuse, recycling and recovery outcomes in our properties, events and operations			Operational changes have been implemented at our most intensive waste site and early indications are that the changes have reduced waste totals. Data from a recently completed waste audit, complete with action plan, is being used to implement additional initiatives to increase source separation at key sites.							On Track	
Engage with contracted service providers and other relevant stakeholders to improve data quality and reporting of strip out, properties waste and construction and demolition waste from City assets			A property has been identified as being suitable for a strip out project and an inventory list of each asset and its recovery potential has been compiled. Items will be donated where possible and a report presented outlining the charities supported, diversion rate and the lessons learnt. This site will form a case study that can be built on for future strip out projects.							On Track	
Apply sustainable procurement practices											
Develop sustainable procurement approaches to be incorporated into our procurement planning and processes in relation to targeted categories			Social and sustainable procurement considerations have been included throughout the procurement transformation pilot documentation and processes for low-value purchases. A review of social and sustainable procurement processes already in place for high-value procurements will follow.							On Track	
Explore ways to establish a strong circular economy											
Collaborate with government and industry to reduce waste and promote circular solutions through our sustainability partnerships			The City of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. Recently City staff collaborated with other councils within the South Sydney Regional Organisation of Councils to provide feedback on The Department of Planning, Housing and Infrastructure's Proposed Waste Planning Changes Consultation Paper. The submission while supportive of the paper requested improvements or amendments regarding waste management, minimisation and / or recycling in relation to; complying developments, local environmental plans, and change of use in commercial premises.							On Track	

Advocate for funding and regulation for circular economy policies

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

In October 2025 City staff provided a submission to the NSW Select Committee on proposed Energy from Waste facilities. The focus of the submission was to recommend that; energy from waste should only be considered once all other reuse and recycling avenues are exhausted; that energy from waste be considered as part of an integrated infrastructure planning framework; that meaningful and enhanced community engagement is required to allow for the development of necessary waste infrastructure and that there is regulatory consistency in development of planning and emissions standards for all similar industrial facilities. The City also presented evidence at the Committee hearings in December.

On Track

Promote and support actions to reduce waste sent to landfill by residents

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

The City has delivered 158 waste avoidance activities, engaging with 3,052 residents and visitors on topics including how to safely recycle unwearable textiles, small electronics, blister packs and e-bike batteries, and how to have a sustainable Christmas, avoid food waste, reuse clothes and use our Doorstep Recycling Service. Activities included how-to recycle pop-ups in 24 community locations, events at The University of Sydney, Sydney City Farm, Cliff Noble Community Centre, Ron Williams Community Centre, Lord Mayor Social Housing Forum at Erskineville, Northcott Pet Day in Surry Hills, bike tune up events, Christmas in Pyrmont celebrations and education concierge visits at the Ultimo Recycling Pop-up. We delivered two clothing swaps for 206 participants who swapped 309kg of clothing and the Recycle Helper Service supported 6 apartment buildings with 562 households. Our Ask a Waste Avoidance Expert enquiry service resolved 91 enquiries, and we engaged 490 primary school aged students and their teachers at Ultimo and Bourke St Public School through an interactive recycling presentation. To promote reuse, waste avoidance and our recycling services, we designed 3 new community pop-up stalls, developed 14 communication campaigns, 3 new City of Sydney News articles, 13 e-newsletters and published 16 x pieces of organic social media, which received a total of 5,962 interactions. We surveyed real estate agents to identify collaboration opportunities to communicate to residents on our services when moving homes and launched a new 'Find my bin collection day' tool that has already been used 1,490 times. To ensure new buildings are designed to maximise recovery, staff completed 262 waste planning requests. To reduce bin storage issues and illegal dumping, staff conducted 391 site inspections and managed 2,522 red lid bin requests. The updated Managing Waste in Public Places – Local Approvals Policy (LAP) went live on the City's website in October.

On Track

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

Work is progressing on the rollout of the food organics (FO) service to all residential properties. The City continued to provide the food scraps recycling service to households that participated in the trial and add apartment buildings to the scheme. Houses on the service waitlist are added on a fortnightly basis where service capacity allows. So far 427 new houses have been added to the service from the waitlist in 2025/26. The food scraps service is now available to over 24,300 households and more than 2,880 tonnes of food scraps have been diverted from landfill. In October Council approved an 18-month extension of the insect farming food scraps processing trial to June 2027 and during this time the feasibility of this technology as a long-term treatment option for the City will be considered. Since the trial began nearly 500 tonnes of food scraps have been processed via the insect farming facility. This has generated 16 tonnes of insect protein for animal feed and 104 tonnes of frass for fertiliser. Staff completed a 6-month pilot to test smaller 25-litre food scrap bins at 300 houses to see if this bin size should be considered for the service rollout. Results have been positive and the pilot evaluation is being finalised by staff.

On Track

Increase recycling and reuse opportunities for materials not accepted in kerbside recycling through innovative drop-off events and services for residents	Two Recycle It Saturday events have been held, attracting a combined total of 1,862 people that dropped off 36.31 tonnes of materials for recycling and 174 items of furniture for reuse. From February 2026, furniture for reuse will become a permanent feature of the program. Our annual Household Chemical Clean Out event on 18 October 2025 attracted 693 people, an increase of 5% in attendance from last year. The event collected 19.98 tonnes, an average of 29 kg per vehicle. An additional event has been scheduled for April 2026. The Ultimo recycling pop-up received 2,968 drop offs and recycled 16.6 tonnes of materials. 617 residents used the pop-up for the first time. The most popular items dropped off for recycling were electronics, unwearable textiles, food scraps, small metals and batteries. Our 20 recycling stations across 18 community locations collected 1982kgs of materials (913kgs batteries, 67kgs mobile phones, 153kgs light bulbs, 550kgs of small electronics, 210kgs of vapes, and 89kgs of blister packs) for recycling. The City collected 27.8 tonnes of tricky items (including clothes, electronics and polystyrene) from 1,549 pickups directly from residents' homes through the doorstep recycling service this financial year. There are two reverse vending machines in our local area that collect beverage containers through the Return and Earn scheme. Our machine in Kings Cross car park collected 886,223 containers (60 tonnes) and the Sydney Park machine collected 1,669,106 containers (84 tonnes).	On Track
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Provide flexible cleansing and resource recovery services

Provide an efficient and effective domestic waste service that meets the needs of the community	Despite the seasonal increase in waste volumes, bin collection services continued to be delivered reliably and consistently. Any collection delays were limited to clean-up services. All services are monitored on a daily basis, and the City is working closely with its service provider to further refine scheduling and resource allocation to minimise the impacts of seasonal peaks in waste volumes.	On Track
Investigate options and solutions for tracking changes and growth in the use of our street litter bins and areas with recurring waste challenges	A waste composition audit of selected street litter bins is planned for early 2026 to obtain a detailed understanding of the types of waste and materials deposited in the bins and to inform a review of possible options for improving recycling.	On Track

Reduce waste from City operations										
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD	
Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	945.58	998.44	-	265.44	274.34	-	-	539.78	Indicator Only
Source separated recycling of waste from City of Sydney managed properties including aquatic centres. Target 60% by 2030	%	49	56	-	50	50	-	-	50	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 60% by 2030 and 70% by 2035	%	51	54	-	-	-	-	-	-	Indicator Only

Promote and support actions to reduce waste sent to landfill by residents											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney local area total residential waste collected	Tonnes	63,871.1	65,533.46	-	16,142	17,007	-	-	33,149		Indicator Only
City of Sydney local area total residential waste collected per capita.	Kg/Capita	276.7	281.13	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Reduction in City of Sydney local area total residential waste collected per capita. Target 10% reduction from 2023 baseline of 300.44 kg/capita by 2030 and 15% reduction by 2035	%	18	17	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Source separated recycling of City of Sydney local area residential waste. Target 35% by 2030 and 40% by 2035	%	32.53	31.8	-	29.89	30.65	-	-	30.27		Indicator Only
City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	%	50.41	51.62	-	49.35	50.63	-	-	49.99		Indicator Only
Provide flexible cleansing and resource recovery services											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Garbage bins collected on time	%	99.7	99.85	-	99.84	99.81	-	-	99.83		Indicator Only
Recycling bins collected on time	%	99.82	99.86	-	99.89	99.83	-	-	99.86		Indicator Only
Garden organic bins collected on time	%	98.46	99.03	-	99.32	98.41	-	-	98.87		Indicator Only
Bulky waste collected on time	%	77	78.5	-	78	83	-	-	80.5		Indicator Only

2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

Major Programs	Progress To Date	Status
Improve climate risk awareness		
Create a framework that can be used to assess City services and assets for climate risk	Following release of the NSW government's climate modelling data and the Australian government's National Climate Risk Assessment, work has commenced to translate this information into a local context and then establish a risk assessment framework for our assets and services. This project will be undertaken in 3 stages and stages 1 and 2 have commenced.	On Track
Embed consideration of climate change impacts on priority community groups into projects and programs	The work to understand and address climate change impacts on priority communities continues with a focus on extreme weather made worse by climate change. New emergency preparedness information has been developed for storms, hot weather and flash flooding. The guides were developed with priority communities as the primary audience. Non-digital, partner resources are being developed.	On Track
Deliver programs to improve environmental performance		
Implement projects, programs and advocate to improve environmental performance in the commercial office sector	The City of Sydney supports improvements in the environmental performance of commercial buildings through Better Buildings Partnership and CitySwitch. The Better Buildings Partnership has launched two projects this year. The first focuses on demand-side management and will synthesise technical information on grid-interactive buildings into clear, practical guidance to help building owners and managers make effective use of demand-side strategies. The second project will develop an emergency management maturity framework and toolkit to help property and facility managers assess their current practices, identify improvements and strengthen alignment with recognised emergency management approaches. CitySwitch has supported businesses with resources on the new Australian Sustainability Reporting Standards, green leasing and climate resilience this year.	On Track
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership Leadership Panel met in August to endorse the workplan for the coming year and in December to discuss procurement for upcoming projects. Despite achieving its second highest ever score of 78.56 out of 100, Sydney ranked 25th in the 2025 Global Destination Sustainability Index, among more than 100 global destinations. Feedback from the index assessment is being used to identify improvement areas and guide ongoing collaboration with industry partners to strengthen Sydney's position as a leading sustainable destination. In November the program was nominated as a Finalist in the 2025 NSW Sustainability Awards in the Sustainable Tourism category. This recognition celebrates the collective achievements of partner members, their commitment to resource efficiency, engagement of staff and guests on climate action and ongoing collaboration of the partners on sustainability.	On Track
Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	Since 2016, the Smart Green Apartments program has guided owners corporations to implement \$4.3 million in building upgrades, unlocking opportunities to reduce running costs by \$11 million and avoid 65,128 tonnes of carbon emissions. Through the Green Building Grants, the City of Sydney has supported apartment communities to plan and deliver \$2.9 million in building upgrades since 2016. These projects are expected to save \$8.1 million in running costs over their lifespans and avoid 44,681 tonnes of carbon emissions. This financial year, 7 owners corporations were awarded grant funding to advance sustainability outcomes for their buildings. The Sustainability Apartments Reference Group, which meets quarterly, met in November to share and strengthen 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 spaces. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive character

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

Major Programs	Progress To Date	Status
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Development of a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city and the delivery of capital projects to address and implement Connecting with Country principles is underway.	On Track
Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words		
In consultation with the local Aboriginal community, work with the Geographical Names Board to officially adopt new names using local Aboriginal language and dual names that officially recognise traditional Aboriginal names	Three naming projects using Aboriginal language words, Ngana Gili Plaza, Wiriyagan Place and Daranggara Park went on public exhibition in the July/August period. All names were approved by Metropolitan Local Aboriginal Land Council and the City's Aboriginal and Torres Strait Islander Advisory Panel. A post-exhibition report was submitted to November Council and all three names were endorsed to be sent to the Geographical Names Board (GNB) for final gazettal. The GNB board meets next in February 2026 and these three names will be on the agenda for gazettal.	On Track
Foster mutual understanding and healing through truth-telling		
Review of statues and monuments	The City has commenced research on monuments and statues in the City of Sydney. The Request for Quotations for the review of Monuments and Statues in the City of Sydney was sent to 20 consultant teams including consultants identified by the Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel. A draft research report has been prepared by the selected team for discussion and review by the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this paper before presentation to Council.	On Track
Review symbols and emblems in Sydney Town Hall	The City of Sydney has engaged expert First Nations consultants to work with staff on the review of the symbols and emblems of Sydney Town Hall. A draft research report has been prepared by the selected team for discussion and review by the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this paper before presentation to Council. Current work is focused on the heritage provisions within Sydney Town Hall.	On Track

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

Major Programs	Progress To Date	Status
Increase the number of welcoming, accessible and equitable public spaces		
Continue to deliver public domain capital works projects that ensure event infrastructure is delivered	Progress continued in development and delivery of public domain capital works projects currently funded in the City's Long Term Financial Plan. Public domain projects in design: – Link and Epsom Road Intersection – Victoria Street Improvements – Sydney Square Renewal – Town Hall Square (major new civic space) – Erskineville Road Village footpath upgrade – Campbell Street Public Domain Upgrade – Northern Enterprise Precinct Concept Design – Waterloo Housing Estate Concept Design – Hunter Street Precinct Concept Design Public domain projects under construction: – Redfern Public Domain Improvements – Ngamuru Avenue (Green Square to Ashmore Connector) – George Julius Avenue (North) – George Street North Pedestrianisation – Loftus Street and Reiby Place Upgrade – Dixon Street Upgrade – Crown Street Public Domain Improvements	On Track
Deliver public amenity services		
Provide high-quality public domain cleansing service that meets the needs of the community	The City continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Night shift operations are addressing the City's unique demands during off-peak hours, allowing our day teams to move to a maintenance model in the CBD and provide increased service delivery into the villages and laneways. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. Servicing of newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones is continually revised and procurement of fit for purpose fleet will allow access and mobilising of previous tasks performed manually. Delivery of new fleet is underway.	On Track
Deliver programs to ensure compliance with legislation and community safety		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.	On Track
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	Rangers have spent a total of 5,254 hours on targeted patrols and have issued 103 notices to address illegal dumping and activity which is contrary to the provisions of the Environmental Operations Act.	On Track

Shape the city's public spaces to meet community needs

Undertake periodic review of public domain design codes in the city	The Sydney Lights Public Domain Design Code 2015 has been updated and is undergoing final review (2026 version). This update addresses changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy and future update to the Inclusive and accessible public domain guidelines.	On Track
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Increase the number of welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Road renewed/treated program	m2	45,280	46,831	30,000	20,112	5,428	-	-	-	25,540	Accelerated works in Q1	On Track
Footway dining in the village centres	m2	6,459	8,391.52	-	8,074	8,193	-	-	-	8,193	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only
Footway dining in the city centre	m2	4,144	5,725.12	-	4,785	4,785	-	-	-	4,785	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only

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

Major Programs	Progress To Date	Status
Support artists' contributions to the cultural life of the city		
Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments' with 54 referrals completed in the last quarter. Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed on to the proponents through the planner. The Aboriginal and Torres Strait Islander Advisory Panel and Metro Local Aboriginal Land Council are also consulted on relevant projects. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City. The City has developed partnerships with Place Management NSW, the Royal Botanic Gardens and various cultural institutions along the Harbour Foreshore to deliver Yananurala as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.	On Track

3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
Connect with the harbour foreshore		
Staged implementation of Yananurala through development and delivery of public art and other projects for the Eora Journey Recognition in the Public Domain Program	Endorsed by Council in December 2019, the Harbour Walk Storytelling Report provides the foundation for Yananurala for further consultation with Aboriginal and Torres Strait Islander communities. Curated by Emily McDaniel, Yananurala provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk featuring a bara (shell hook) icon. Artist Lucy Simpson is carrying out design development of her concept in response to the brief for 'Sitelines and Conversations' informed by community consultation. Detailed consultation with Aboriginal community members was undertaken over the last 18 months with Sydney Aboriginal women generously sharing diverse perspectives on the significance of Patyegarang. These stories belong to local Aboriginal communities, and the City is taking time to listen deeply and ensure we have heard the communities' priorities for this project.	On Track

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

Major Programs	Progress To Date	Status
Ensure equitable distribution and access to recreational facilities		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	Reported annually in June.	Not Yet Due To Report



Equitably manage land under the care and control of the City of Sydney

Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	The Draft Generic Plan of Management was exhibited from 22 September to 3 November 2025. A public hearing took place, within this exhibition period, on 15 October 2025. There were no negative submissions during the exhibition period. 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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Promote access to pools and sporting facilities

Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing	Inclusive programs and services were delivered across the City's network of aquatic and leisure centres. Health and inclusion initiatives broadened reach through diabetes education delivered in Cantonese and Mandarin and a three-day Women's Health Week aquatic pass delivered with Pymont and Ultimo Community Centres, providing supported access to swimming and classes, easing first-visit nerves and encouraging ongoing participation. Safe, welcoming opportunities for young people and Aboriginal and Torres Strait Islander communities were delivered through Deadly Connections pop-up swims and school holiday water play with The Settlement. The period also included targeted inclusion events and programs such as the Trans Joy event at Cook and Phillip Park Pool, Seniors' Aqua at the Ian Thorpe Aquatic Centre with City West Housing, accessible basketball for the International Day of People with Disability, and water safety and aqua programs for Ukrainian women and people seeking asylum. Inclusive programs and services were delivered across Alexandria Park, Prince Alfred Park, Beaconsfield Park and Turruwul Park tennis courts. Highlights included the Adaptive Tennis Hub, providing coaching and social play for wheelchair, para-standing and blind or low-vision participants, as well as players managing mental health. A weekly Trans Tennis program ran with Tennis New South Wales is ongoing. First Nations youth engagement included an in-school program at Garuwa School (St Andrew's Cathedral School) and coaching delivered with City of Sydney Youth	On Track
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Services. Community initiatives included Wimbledon and US Open social doubles games, all-abilities social games and an end of year social event. Para sport highlights included an International Tennis Federation wheelchair and para-standing tournament and a women-only camp for players with disabilities, as well as a school visit with free coaching and racquet giveaways. Rushcutters Bay Tennis Centre delivered programs for children and young people, school holiday camps, adult group lessons, expanded social tennis, the annual Community Championships and women-focused Cardio Tennis programming.

Equitably manage land under the care and control of the City of Sydney											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Green open space under the City of Sydney’s care and control (excluding Civic spaces)	ha	215.73	217.5	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Promote access to pools and sporting facilities											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.5	96.5	90	95	95	-	-	95	Demand for sports field use continues to outpace supply and we are operating above the determined 90% limit (the 90% limit equates for down time for the field to regenerate and effectively equates to 100% of sustainable use)	On Track
Attendances at aquatic and leisure centres	000	1,998	1,923.53	-	475.74	551.84	-	-	1,027.58	Attendance has been affected by the temporary pool closure at Ian Thorpe Aquatic Centre in July, water-heating issues at Gunyama Park Aquatic and Recreation Centre, and extreme wet weather in August. The Andrew (Boy) Charlton Pool reopened in September after a 16-month closure for major renewal works. Warm to extreme weather in the second quarter contributed to high utilisation across the network. Fitness and health and wellbeing continued to grow and Exercise Physiology also expanded, delivering 262 consultations during the quarter and increasing availability across key sites. The Summer Open Day supported participation across all centres, attracting a record 11,128 attendees and included a visit from Ian Thorpe at the Ian Thorpe Aquatic Centre.	Indicator Only

SD04 Design excellence and sustainable development

The city continues to grow sustainability and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-served neighbourhoods, supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city

4.1 The city’s liveability is enhanced through well planned and designed development and public spaces										
Major Programs			Progress To Date							Status
Create inclusive and accessible places that support community health, wellbeing and culture										
Implement planning controls to support live performance, including through special entertainment precincts			A planning proposal and precinct management plan is being prepared to create special entertainment precincts in existing late night trading areas. Sound studies are being undertaken to inform the precinct plan and workshop has been held with the Nightlife and Creative Industries Advisory Panel on Late Night Trading Areas.							On Track
Create places that are well-connected and reflect local character and heritage										
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings			New planning controls for the Pyrmont Peninsula, in response to the NSW Government's place strategy, were approved by Council in October 2025. The planning controls for conservation areas were approved by Council in August 2025. Proposed heritage listings of modern apartment buildings was exhibited in December 2025 and listings of places in Oxford Street significant to the LGBTIQA+ community have been progressed.							On Track
Deliver economic, environmental, social and cultural sustainability objectives through urban renewal										
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required			The City continues to deliver new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Many of these streets and open spaces are being delivered through planning agreements with private developers. New community facilities are being delivered as part of joint projects with the Department of Education such as the recently completed Green Square Public School and Community Spaces. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of events and activities in Green Square Plaza and other public spaces in Green Square is ongoing as part of the City's community/ place making initiatives. The City has also commenced preparation of public domain concept design plans for the North Alexandria precinct in Green Square.							On Track
Create places that are well-connected and reflect local character and heritage										
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Status
Average time to determine 90% of footway applications	Days	22.4	22	35	7	8.9	-	-	8.9	On Track
Average time to determine 90% of DA applications	Days	84.4	58.6	55	49	45.2	-	-	45.2	On Track
Average processing time for construction certificates	Days	10.38	9.2	15	15.6	10	-	-	12.8	On Track
Average time to determine 90% of S4.55 applications	Days	42.77	33	40	28	28.8	-	-	28.8	On Track
Median (net) assessment time to determine DA & S4.55 applications	Days	61	44	45	35	35	-	-	35	On Track

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Outstanding DA & S4.55 applications over 100 days	%	19.57	17	20	10	8.16	-	-	-	8.16		On Track

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

Major Programs	Progress To Date	Status
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Implement the Central Sydney Planning Strategy

Facilitate employment space and activity in line with the Central Sydney Planning Strategy	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for an office addition at 580 George Street was endorsed for seeking a gateway determination from the Department of Planning, Housing and Infrastructure as well as public exhibition in December 2025.	On Track
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Plan for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The Central Sydney Planning Committee and Council recently endorsed for exhibition a planning proposal for 580 George Street for an office addition. The City's Ultimo Pyrmont planning proposal was approved by Council in October 2025 and changes the planning controls for expanded economic opportunities.	On Track
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Plan for business, industry and economic opportunities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Commercial development approved	m2	144,554	106,044	-	7,296	92,785	-	-	-	100,081	Commercial development approved this quarter includes 89,000m ² office building at Cockle Bay Wharf.	Indicator Only
Commercial development completed	m2	114,746	248,670	-	95	21,665	-	-	-	21,760	Completions this quarter include 6,000m ² hotel in Haymarket and 10,000m ² public school in Zetland.	Indicator Only

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

Major Programs	Progress To Date	Status
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Plan for and deliver infrastructure that supports community wellbeing

Collaborate with development proponents to deliver new or upgraded public infrastructure aligned with new development	The City executed 5 new planning agreements with the private sector in the year-to-date. The agreements will deliver new and upgraded infrastructure including several roads and laneways in Alexandria, a shared loading dock in the CBD and ownership of a park in Eveleigh. Additional homes for Ultimo/Pyrmont was endorsed. The return of Wentworth Park greyhound track as active recreation use was announced in late 2025 reflecting excellent collaboration with the NSW Government to support housing growth.	On Track
Review contributions plans to support the delivery of infrastructure needed by new development	The draft Ultimo Pyrmont Local Infrastructure Contributions Plan 2023 was approved by Council at its October 2025 meeting, and a formal request was made to the Minister for Planning and Public Spaces to apply a higher maximum s7.12 rate levy. The amendments to the Central Sydney Development Contributions Plan 2020 were also approved by Council in October 2025 and came into force on 19 November 2025. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	On Track

Plan for and deliver infrastructure that supports community wellbeing											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	Q1	2025/26 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	\$M	96.38	99.05	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Voluntary Planning Agreements offers	No.	11	17	-	3	4	-	-	7		Indicator Only
Voluntary Planning Agreements executed	No.	12	12	-	2	3	-	-	5		Indicator Only

4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive												
Major Programs			Progress To Date							Status		
Enable design excellence through competitive processes												
Facilitate competitive architectural design processes to achieve design excellence			Since the start of the financial year the City has facilitated the completion of 3 competitive architectural design processes located in Alexandria, Waterloo and Pyrmont and has assisted with State led processes.							On Track		
Facilitate advice from expert panels												
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals			The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.							On Track		
Influence other levels of government to ensure design excellence												
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure			The City is monitoring projects at Central Station, and Blackwattle Bay and is engaging with NSW Government and its development partner on planning for Waterloo Estate South. The Sydney Fish Market will be covered in Q3.							On Track		
Enable design excellence through competitive processes												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No.	13	6	-	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
Development supports a healthy environment and community		
Implement planning controls to increase greening and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government, which is expected in the first half of 2026	On Track
Improve sustainability through better designed and operated buildings		
Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every 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 Australian Government has announced a pause on further residential changes to the NCC until the end of the National Housing Accord period, around mid-2029, following the finalisation of NCC 2025.	On Track
Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels	The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in early 2026, pending DPHI finalisation of accompanying Planning Proposal	On Track
Increase resilience through well designed and planned development		
Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP Update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made.	On Track

SD05 A city for walking, cycling and public transport

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

5.1 Street space is reallocated for people, places and planting											
Major Programs			Progress To Date							Status	
Plan and implement public domain and public space programs											
Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects			Advocacy and input as required into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces that respond to community recreation needs.							On Track	
Advocate and plan for reallocation of street space											
Support the implementation of the pedestrianisation of George Street and relevant city streets			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, car share spaces, EV charging spaces and outdoor dining are implemented in accordance with relevant strategies, policies and referral for approval through delegated staff authority or the Local Pedestrian, Cycling, Traffic Calming and Transport Forum.							On Track	
Work with state government stakeholders to improve road safety and reduce traffic											
Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma			As of November 2024, all local and regional roads in the LGA now have a speed limit of 40km/h or less. The City continues to work with TfNSW on reducing the speed limit on key state roads where there is high pedestrian activity. 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. The City continues to campaign for the State government to delegate authority for speed limit reductions on local roads to local government.							On Track	
Plan and implement public domain and public space programs											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Streets across the City of Sydney local area with a speed limit of 40km/h or less	Km	328.82	393.5	-	393.5	393.5	-	-	393.5	No changes since November 2024. All local and regional roads in the City of Sydney local area now have a speed limit of 40km/h.	Indicator Only
Advocate and plan for reallocation of street space											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge in the City of Sydney local area	m2	6,005	3,527	2,000	498	353	-	-	851		On Track

5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Major Programs	Progress To Date	Status
Promote public transport solutions		
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central and light rail on Broadway, Oxford Street and to Green Square	There is as yet no update from NSW Government on the City's request that they identify and protect a corridor for Metro West to Zetland. The City's submission on the Sydney Plan will provide an opportunity to re-state the case for the extension. There is no current government response to ALTRAC's proposal for light rail on Parramatta Road and for Green Square.	On Track

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

Major Programs	Progress To Date	Status
Improve walking safety, connectivity and amenity		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	Designs are in progress for 10 pedestrian crossings with 9 scheduled for construction and 6 completed in the current 2025/26 works program. Pedestrian crossings are prioritised using a needs-based approach, informed by land uses, gaps in walking connectivity and insights from ongoing Walking and Place studies. Grant funding opportunities are actively sought to support the programs where feasible.	On Track
Deliver improvement works in the Central Business District and village centres, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2025/26 Central Business District Streetscape Improvement program includes granite paving, installation of new Smartpoles and LED lighting along sections of Clarence Street and Goulburn Street.	On Track
Implement priority public domain improvements from the walking strategy and action plan	The City 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. Construction of Crown Street upgrades as a village main street is continuing and planned for completion this year incorporating wider footpaths, greening, additional trees and street furniture. Design has commenced for the upgrade of Victoria Street as a village main street to incorporate wider footpaths, bi-directional cycleway, greening, additional trees and street furniture in accordance with walking improvement principles listed in the plan.	On Track
Encourage and monitor walking participation		
Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	To improve safety and connectivity for people walking, 'A City for Walking' Strategy and Action Plan outlines a program of activities. In addition to continuing our existing programs of walking and public domain improvements, further initiatives, since the last update include: – we are finalising the review of our raised crossing and continuous footpath treatments. – finalising the review of our street design guidance – advocating for greater priority for people walking at intersections, for example pedestrianising (timed vehicle access) Loftus Street north of Reiby Place, and working with the NSW Government to support the development approval of NSW State Library forecourt transformation, doubling the size of the forecourt and reducing the size and barriers to walking at the Bent St/ Macquarie St intersection. – all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h – 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	On Track

- advocating for the enforcement of drivers and for the NSW Government to improve compliance with the road rules by people driving and cycling particularly through the regulation of share bike operators and bike delivery companies, including: direct advocacy, broader education, providing space for share bike parking and working directly with share bike operators and food delivery riders.
- a guidance document for developers to help clarify and prioritise the right of way for people walking across driveways. Once finalised it will be published on our website.
- progressing a network of automatic counters.
- working with other Councils and the State Government to progress and share best practice knowledge.

Advocate to improve safety, amenity, connectivity and place for people walking

Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area

The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced walking distances at intersections, increasing space and improving quality of the public domain for people walking. Key recent examples include working with the State Government on the street layout of Waterloo South precinct. The City also chairs a monthly coordination group with TfNSW to facilitate discussions around reducing delays for people walking at individual signals.

On Track

Improve walking safety, connectivity and amenity

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.)	No.	16	31	10	1	2	-	-	3	Numerous large scale pedestrian safety and traffic calming projects are underway.	On Track
Footway renewed in the City of Sydney local area	m2	18,312	13,447	12,000	1,920	9,333	-	-	11,253	Accelerated footway renewal works in Q2	On Track
New granite infill paving in the City of Sydney local area	m2	3,179	1,816	500	0	0	-	-	-	Works are underway and planned for completion this year.	Attention Required

Encourage and monitor walking participation

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Walking counts in the City of Sydney local area. November 2021 baseline 503,442	No.	739,719.5	763,373	-	-	771,954	-	-	771,954	Reported biannually in December and June. Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to October 2025 is 53% 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

5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

Major Programs	Progress To Date	Status
Build and manage a network of safe, connected cycleways		
Implement cycleways within our local area as per the future bike network approved by Council	Construction of Oxford and Liverpool Street cycleways, between Taylor Square and Castlereagh Street is complete- they opened for use on 25 July 2025 and bike trips have exceeded 4,000 per day in early December 2025. Construction is also complete of the King to College Street cycling connection outside Hyde Park, which opened on 15 December 2025, as well as Wellington Street cycleways, between George Street and Waterloo Metro station, which opened on 20 December 2025. Construction is underway on Ngamuru Avenue (Ashmore to Green Square) and Rosebery Quietway. Design is underway on O'Dea Avenue cycleway, Ultimo to Surry Hills cycleway, Surry Hills to Central Quietway, Victoria Street public domain upgrade and Belmont-Fountain improvements. Consultation for South Eveleigh to Waterloo Metro cycleway is starting in February 2026, followed by Elizabeth Street to Randle Street, Surry Hills, starting in March 2026.	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 2025/26 include a new cycleway connecting Belmont Street and Fountain Street, Alexandria, installation of on street bicycle parking at various locations across the City of Sydney local area and a safer and more accessible raised pedestrian and bicycle crossing on Lawson Street, Redfern to complete the works planned as part of the Redfern Station upgrade.	On Track
Share our expertise and positively influence cycling improvements		
Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	City staff continue to work with Transport for NSW to fix 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 - TfNSW has started construction of the missing section of King Street cycleway between Pitt and Clarence Streets in the city centre - Sydney Park Road - TfNSW has constructed stage 1 in early 2025 and will complete further stages later - Sydney Harbour Bridge northern ramp - TfNSW completed and opened the ramp on 6 January 2026 - Sydney Harbour Bridge southern exit - no progress City staff continue to provide advice and guidance for neighbouring councils. We are providing advice and input to TfNSW for the business case and concept development for the three TfNSW Strategic Cycleway Corridors within the Sydney local area.	On Track

Encourage and monitor cycling participation

Encourage bicycle riding in our local area

In the first half of this financial year we ran cycling courses, guided rides and education sessions including:

On Track

- 17 guided rides with 164 participants.
- Cycling courses, where:
 - 47 attended the Cycling in the City course
 - 27 did the individual Cycling in the City course
 - 25 attended the Rusty Riders course
 - 45 staff completed the staff cycling course
 - 66 attended Bike Care & Maintenance course
 - 578 young children attended Balance Bike Clinic
 - 171 children did the schools course
 - 34 Share the Path onsite education sessions that delivered over 187 free tune-ups, 466 maps and 82 bells.

As with other openings of new infrastructure, we also did extensive onsite education on Oxford Street cycleway in August 2025 for four weeks and King to College Street cycleway December 2025 for two weeks.

Build and manage a network of safe, connected cycleways

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Separated cycleways in the local government area. Baseline (December 2021) 20,340.96 m (20.3 km)	Km	23.1	25.45	-	-	-	-	-	-	Reported annually in June.	Indicator Only
New on-road cycleways provided in the City of Sydney local area	Km	2.97	13.87	2.6	0	0	-	-	-	No new on-road cycleways this quarter.	On Track

Encourage and monitor cycling participation

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Cycling counts at key intersections around the City of Sydney Local Government Area. Baseline March 2010 19,152	No.	50,855	50,524.5	-	-	51,569	-	-	51,569	Reported biannually in December and June. There were 51,569 instances of bikes observed at the 78 intersections during the counting period (6-9am+4-7pm) on the count date in October 2025. This figure is not meaningful other than to show growth since counts at the same intersections began in March 2010. The number represents +169% growth in that time (more than two and a half times as many bikes observed).	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney local area	%	2	20	-	-	(6)	-	-	(6)	Reported biannually in December and June. At the October 2025 count there were 6% fewer bike trips counted at key intersections than at the March 2025 count. The total growth since counting started in 2010 is now +169% (more than two and a half times as many trips).	Indicator Only

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target		2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD			
Attendees at City of Sydney cycle safety courses	No.	257	251	-	46	53	-	-	99		Total of 99 attendees of public adult cycling safety courses (47 Cycling in the City, 27 one-on-one, 25 Rusty Riders).	Indicator Only

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Major Programs	Progress To Date	Status
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Manage, plan and advocate for efficient freight and servicing

Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	The Project Control Group for Austroads Urban Freight Scoping Study did not meet in late 2025 as planned. When the meeting happens the City will again advocate for off-street loading hubs to supplement ongoing exploration of opportunities within our planning and development framework. Transport for NSW staffing changes in late 2025 make it less clear who will champion urban freight innovation.	On Track
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Manage kerbside space

Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	We are working on identifying potential kerbside changes to support additional bike parking, electric vehicle charging and accessible pick up and drop off. This includes consideration of the best use for some kerb that currently has no restrictions ("unrestricted parking"). Administrative changes in the Policy (eg simplified number of visitor parking permits) are in place.	On Track
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Manage kerbside space

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target		2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD			
Car share bookings in the City of Sydney local area	No.	225,630	186,936	-	-	87,675	-	-	87,675		Reported biannually in December and June.	Indicator Only

SD06 An equitable and inclusive city

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

6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Major Programs	Progress To Date	Status
Engage in partnerships to support self-determination and reconciliation		
Ongoing implementation of the Stretch Reconciliation Action Plan	The Stretch Reconciliation Action Plan working group has been established with a refreshed membership and terms of reference. The group will meet quarterly to monitor the implementation of deliverables, ensure accountability and support collaboration.	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
Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	The City of Sydney has committed to prioritising local Aboriginal creative and cultural use at 107 Redfern Street, while 119 Redfern Street continues to grow as a dynamic hub for Aboriginal culture, knowledge sharing and community connection. Partnerships with local Aboriginal organisations and community leaders ensure that decision making reflects community priorities and aspirations. The centre hosts intergenerational programs that bring together Elders, young people, and community members to share cultural knowledge, stories, and histories. Engagement focuses on self-determination, with community input shaping programming, access, centre use. Activities include cultural workshops, storytelling sessions, and community gatherings that foster reconciliation and connection to country. These initiatives create inclusive opportunities for participation, while reinforcing the centre as a space that celebrates and preserves Aboriginal culture. A total of 1,056 people attended events including: • She Rises Cultural arts and wellbeing youth program • a NAIDOC Young Workers empowering community workshop • the First Nations Women's clay and weaving program	On Track

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6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
Identify, advocate and where possible remove barriers to inclusion of people with disability		
Implement the Inclusion Disability Action Plan	Highlights included: – 518 participants attended 11 programs and events for International Day of People with Disability across our community facilities – 9 Auslan and English story time sessions and Auslan interpretation at 5 storytelling programs – 24 funded creative projects delivered over 871 events and activities catering for audiences with disability, including 151 artists with a disability – Sydney Christmas events and Sydney New Year's Eve included quiet spaces, Auslan interpretation, surtitles, accessible maps, visual stories, event guides in alternative formats, audio description, and staff trained in disability inclusion. – 1,791 views of the Accessibility Map	On Track

- The City of Sydney was reaccredited as a Disability Confident Recruiter for a fourth successive year
- A new Inclusion (Disability) Advisory Panel was established to provide expert advice
- A submission was made on the Review of the Disability Discrimination Act 1992
- The City of Sydney joined the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability.

Position our libraries to support community needs

Deliver library services that promote lifelong learning, reflect community interests and represent the communities of the city

The library has welcomed 12,142 new members this year. There were 577,839 visits to our library services accessing a wide range of services and facilities, including visitation for the Library After Hours program. The home library service made a total of 802 deliveries to community members who are housebound. The online branch supported 12,044 interactions. Libraries continue collaboration with community centres providing monthly digital literacy tutoring sessions and participation at community events and festivals. Green Square, Darling Square and Customs House Libraries were open an additional 54 evenings to support students with their studies.

On Track

Deliver inclusive and accessible programs and services

Deliver cultural programs and services that are inclusive, affordable and have equitable access for all

The City delivered a range of programs that provided affordable and inclusive opportunities for the community. Feedback has been positive with 92% respondents indicating programs were accessible and 89.5% felt welcome and included within programs. 31 free events and workshops were delivered alongside a range of low-cost workshop opportunities including short courses, community workshops, studio access programs, weaving groups, arts clubs for over 55's and artists activities for children under 5. Many programs support participants with diverse needs by providing visual aids, flexible instructions and by creating an environment that's inclusive of physical, cognitive, and sensory differences.

On Track

Position our libraries to support community needs

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	69,685	84,261	-	86,708	88,651	-	-	88,651	Library membership continues to grow with a 12% increase on the same period last year.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,837.79	1,861.18	-	501.69	460.33	-	-	962.02	Loans remain steady with an increase of approximately 15% compared to last year.	Indicator Only
Attendance to City libraries	000	984.31	1,002.42	-	289.38	288.46	-	-	577.84	Attendance figure is a 27% increase on the same period last year and includes the Library After Hours program at three branches to support HSC and university students during their exams.	Indicator Only

Deliver inclusive and accessible programs and services											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	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.	8,782	8,859	-	2,230	1,792	-	-	4,022		Indicator Only
Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	\$ '000	3,577.87	3,521.84	-	934.24	927.94	-	-	1,862.17	This includes revenue forgone through the Accommodation grants program to Redfern Legal Centre at Redfern Town Hall (73 Pitt Street, Redfern) and The Sydney Children's Hospital Network at the Reginald Murphy Activity Club, 19 Greenknowe Street, Elizabeth Bay	Indicator Only
Social grants approved by the City of Sydney	\$ '000	4,991.31	5,433.47	-	3,841.24	1,208.93	-	-	5,050.16	In the first half of the year, 123 Social grants were provided for a year to date total of \$5,050,164. These projects were supported through the City's Aboriginal and Torres Strait Islander collaboration fund, Community services, Festivals and events sponsorship, Food Support, Innovation and ideas, Quick response, Street Banner sponsorship, Venue hire support and strategically driven one-off grants.	Indicator Only

6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

Major Programs	Progress To Date	Status
Collaborate and advocate for reform to improve outcomes for priority communities		
Advocate to reduce income inequality for people on low incomes	The City continues to act on behalf of our communities for a resilient and socially just City. This includes our ongoing advocacy to increase affordable and social housing and reduce homelessness following the release of the NSW Homelessness Strategy. In our submission to the National Food Security Strategy Discussion Paper, we have advocated for more sustainable food systems to enable access to nutritious and affordable food. We have also engaged with the Committee for Sydney on the Care Economy and contributed through Local Government NSW (LGNSW) to the Draft NSW Mental Health Discussion Paper for the NSW Government's ten-year strategy.	On Track
Support increased employment and access to procurement		
Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Consultation with Aboriginal and Torres Strait Islander employees to implement the Aboriginal and Torres Strait Islander workforce strategy continues. Listening sessions regarding future Reconciliation Action Plan employment actions, cultural safety and anti-racism have been key items discussed. Most recently Aboriginal and Torres Strait Islander employees have been actively engaged in development of the employee value proposition and cultural learning program strategy which are key outcomes of the workforce strategy.	On Track
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	A planning workshop will be scheduled with the First Nations Leadership team to discuss focus areas and approaches to be included in the Aboriginal and Torres Strait Islander strategy. This will be scheduled to be discussed after the endorsement of the First Nations Strategic Framework to ensure alignment.	On Track

6.4 Everyone is engaged and actively participates in the governance of their city

Major Programs	Progress To Date	Status
Involve people in decision making through our engagement program		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	There were 46 projects open for consultation in the past 6 months including 17 park upgrades and 15 strategies and policies and 3 naming proposals. These consultations were undertaken in line with the City's community engagement strategy and public participation plan.	On Track
Provide inclusive and accessible information to the community		
Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	From July to December 2025, the City produced a variety of communications that reflect and reach the diverse communities of the City of Sydney local area, including promotion of: – International Day of People with Disability, accessibility tips for local businesses, and our new accessible outdoor dining guidelines – The 2026 Sydney Lunar Festival program, the Mid-Autumn Festival, and support for local businesses during the public domain upgrade in Haymarket – Social housing forums, Northcott Pet Day, Cuppa with a Cop events and cost of living saving tips for local social housing residents – NAIDOC in the City, the Calling Country fireworks display, opportunities for Aboriginal and Torres Strait Islander community groups and businesses, and new affordable housing initiatives for First Nations communities – The International Student Leadership and Ambassador program and other activities for international students living and studying in the local area – The moment of unity and support for Sydney's Jewish community on New Year's Eve following the terror attack at Bondi Beach – Opportunities, events and activities for young people, older people and non-English speakers – The 2026 Sydney Gay and Lesbian Mardi Gras festival program.	On Track

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6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life

Major Programs	Progress To Date	Status
Support access to technology and digital literacy skills		
Deliver programs that grow digital literacy skills and promote free access to technology in community facilities	Free access to technology delivered through community facilities and programs to support digital literacy included: – 320,260 free Wi-Fi sessions across over 30 community centres and venues for hire. – 111 sessions to improve digital literacy and inclusion in libraries and community centres – 228,460 free Wi-Fi sessions across 10 library locations. Free Wi-Fi is offered in 13 community centres and education and care services for community use – 76,646 PC sessions across 10 library locations. Free public access computers offered in 5 community centres and in education and care services for community use – 231 Public access computers and 20 multifunction devices across 19 community facilities provide free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite – 105,120 hours of available access to PAIT services. An additional 162 hours of available access at Green Square, Darling Square and Customs House Libraries as part of the Library After Hours Program. – 212,073 City of Sydney library app launches	On Track

6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

Major Programs	Progress To Date	Status
Deliver education and learning opportunities		
Ensure equitable and affordable community access to lifelong learning programs	A range of equitable and affordable programs continue to be offered to the community through our community centres and libraries to provide education and learning opportunities. Highlights include: – 11,884 attendees at 293 face-to-face early literacy programs including bilingual and Auslan Storytime – 41 programs to promote lifelong learning across our community centres including Your Money Your Choice talks, creative art workshops, IT Support for Seniors, Brain Health sessions, TAFE Outreach preserving course, ukelele and singing classes – 722 attendees at 60 programs delivered in our libraries including Wear it purple trivia and craft, treasure hunt, social knitting sessions, tabletop games, school holiday and Christmas and Makerspace activities – 713 attendees at 20 library outreach events including those supporting public housing residents in Redfern and Waterloo – 1,818 attendees at 54 Library After Hours sessions – 5 online book club meetings – 54 Library After Hours sessions with 1,818 attendees – 96 attendances at 5 Connect Sydney training and capacity building workshops in Redfern and at Green Square Public School Community Space	On Track
Provide education and care services and facilities across the local area 67	The City's education and care services supported 611 children across a range of programs, including long day care, occasional care, preschool, and outside school hours care. Highlights include: – 14,104 sessions of care across 10 services, with 3,324 sessions (24%) offered at a discounted rate or free – a range of fun and educational programs including bush school excursions, visits from the Fire Brigade and a dental service for oral health week, a safe people program in child protection week, Auslan classes during National week of Deaf people, events for Clean up the world day, National children's week, World children's day and Diwali, along with excursions, and Halloween and Christmas activities – family events and involvement, including book week dress up days, spring family picnic, grandparents' day, family BBQs, a disco, graduation events and family Christmas parties – vacation care programs including excursions to cinemas, museums, play centres, local parks and playgrounds, theatre performances and indoor activity centres, along with in-centre activities such as robotics, cooking, skateboarding, art and design projects.	On Track

Deliver education and learning opportunities											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services	No.	845	829	-	579	32	-	-	611	This result is seasonal and reflects new enrolments each period only.	Indicator Only
Approved early education and care places in the City	No.	6,721	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication.	Indicator Only
Sessions of care provided at the City's education and care services	No.	58,007	59,925	-	16,303	14,104	-	-	30,407		Indicator Only
Discounted and free sessions of care provided at the City's education and care services	No.	18,085	16,951	-	3,894	3,324	-	-	7,218	This represents an 8.9% decrease compared with the same period last year (7,923). This reflects the recent change to Woolloomooloo Children's Program becoming a Child Care Subsidy (CCS) registered service in addition to offering free care for eligible families. Some families now receive CCS funding to cover the cost of sessions of care in place of the City offering discounted or free sessions for that family. This enables more families to access free and subsidised care through the service but does reduce the number of sessions of care being offered free directly by the City, in addition to those through the Commonwealth CCS program.	Indicator Only

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6.7 A sustainable food system that provides access to safe and nutritious food		
Major Programs	Progress To Date	Status
Support a more sustainable food system and equitable access to safe, nutritious food		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	In September 2025, the City participated in an online workshop hosted by C40, the Milan Urban Food Policy Pact (MUFPP), and EAT Forum. The workshop supported the development of an action brief for local governments as part of a broader international, multi-sector engagement. Representatives from private industry, research, and government collaborated to produce sector-specific action briefs focused on improving food production, distribution, and consumption. These briefs were released in October at the Stockholm Food Forum and identified 15 common action areas across all sectors. Also in September, the City provided a submission to the Department of Agriculture, Fisheries and Forestry in response to a discussion paper that will inform the upcoming National Food Security Strategy. The City will continue to monitor and engage with the strategy development process as the Department drafts and consults on a first version in 2026. Locally, the City continues to strengthen food security and urban food systems through initiatives such as the Food Operations Working Group, City Farm, the community gardens network, meals-on-wheels, cooking programs in community centres, food support grants, and food waste reduction programs.	On Track

Enable community responses to improve food access through grants, partnerships, and collaborations

Through the Food support grant program, the City provides funding to local community organisations to deliver projects that increase access to affordable and healthy food. This includes the Food Access Program delivered by Women and Girls Emergency Service which empowers women through food preparation and employment pathways. During December, the City supported two fresh food pop-up events ensuring individuals and families had access to fresh food at a time when many services are closed. ARC@UNSW Limited hosted one event in Woolloomooloo and First Nations Response and Foodbank NSW & ACT hosted the other event in Redfern. Across these events over 700 community members accessed over 8,100kgs of fresh food. To date, grant recipients provided 112,219 kgs of food, 92,812 meals and \$39,195 in vouchers to people experiencing food insecurity. This reflects 30,317 occasions of service and 1,722kg of rescued food. In addition, 4,855 sanitary items have been distributed. The City coordinates the Food Operations Working Group bringing together local organisations to strengthen collaboration, improve referral pathways and share resources.

On Track

Support a more sustainable food system and equitable access to safe, nutritious food											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	44,475	49,868	-	13,112	13,256	-	-	26,368		Indicator Only
Food support grants approved by the City of Sydney	\$	-	-	-	1,214,781	794,438	-	-	2,009,219	New measure. In the first half of the year, 24 projects were supported through the Food Support grant program for a year to date total of \$2,009,219 in cash and value-in-kind.	Indicator Only

SD07 Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations

7.1 Communities are connected and socially cohesive

Major Programs	Progress To Date	Status
Strengthen social cohesion		
Foster cross-cultural awareness, tolerance, and social connection among people from diverse cultural backgrounds through services, programs and events	The City provided services, programs, events and targeted activities to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds across our community centres and facilities. Highlights include: – 111 targeted programs supporting inclusion and diversity – 93 attendees at intergenerational pancake morning teas – 271 attendances at events promoting cross cultural awareness including a Moon Festival afternoon tea and culturally themed community morning teas – 127 international students participating in the International Student Leadership Ambassador (ISLA) program and – 179 attendances at international student events, delivered through the program – 110 attendances at a 'Cuppa with Cop' morning tea in Green Square – 68 attendances at 6 anti-racism allyship network sessions – 22 attendances at an Australian sports day at Green Square Public School – 56 attendees at 3 Aboriginal Cultural talks delivered by a local Elder – 20 attendees at an Aboriginal weaving class delivered by a local Elder – 280 attendees at RUOK Day events – 30 attendances at an event to support international students to build community connections – 38 attendances at 3 anti-racism allyship network sessions	On Track
Collaborate to address loneliness and social isolation		
Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	A wide range of low and no cost programs and activities were offered through our community centres and other locations to support community members at risk of loneliness and isolation. Highlights include: – 677 attendances at end of year celebration events at our community centres – 390 attendances at the Senior's Christmas luncheon in Sydney Town Hall – 230 attendees at Women's Health Week events at Pymont community centre and Juanita Nielsen community centre, Woolloomooloo – 322 attendances at parent and bubs fitness classes – 127 international students participated in volunteering activities in the community – 179 attendances at international student events, delivered through the International Student Leadership Ambassador Program – 6,130 engagements with international students at 5 orientation week events at tertiary institutions – 140 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people – 284 attendees at Open Day events at our community centres – 30 attendances at an event to support international students to build community connections – 280 attendees at RUOK Day events	On Track

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

Major Programs	Progress To Date	Status
Provide inclusive, affordable and accessible community and cultural facilities		
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	A total 179,676 people attended a range of programs offered to ensure community social inclusion, connection and participation. Highlights include: – 111 programs to increase inclusion and diversity – 51 programs to support participation of people with disability – 74,568 attendances at targeted programs to improve community health and wellbeing – 9 programs in community centres to improve digital literacy and inclusion – 50 attendances at Clothes Swap events – 22 attendances at an Australian sports day at the Green Square Public School multipurpose outdoor court – 7 programs in community centres to improve digital literacy and inclusion – 100 attendances at a Moon Festival celebration – 40 attendances at an Aboriginal and Torres Strait Islander transgender celebration and remembrance event – 17 attendances at an art and social connection program for older LBTIQA+ women – 504 attendances at educational programs and workshops such as TAFE Outreach preserving course, healthy bones and osteoporosis, how to avoid serious injury and ways to save talks, Red Cross emergency preparedness, women's self-defence and cooking and nutrition workshops	On Track
Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs. Budget has been allocated in the Long Term Financial Plan in FY25/26 to renew the following community facilities to be more inclusive: - Paddington Town Hall - Redfern Community Centre - Ron Williams Centre	On Track

Support social connection and wellbeing

Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	The Community Wellbeing Report is available on the City's website. No data updates were required in the past six months.	On Track
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Provide inclusive, affordable and accessible community and cultural facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	68	41	-	68	74	-	-	74	In Q2 2025/26, 74 requests were approved. This includes 6,514.35 hours of use to the value of \$240,992.29. This represents an 8% increase compared with the same period last year (65%). Between 1 July 2022 and 31 December 2025, a total of 545 requests have been approved for a fee waiver for community venue hire for local community groups. This includes 35,179.15 hours of use to the value of \$1,051,610.60.	Indicator Only

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Overall attendance at City Spaces	No.	298,919	349,840	-	91,346	94,730	-	-	186,076	This represents an increase of 11% increase compared with the same period last year (84,756)	Indicator Only

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

Major Programs	Progress To Date	Status
Embed climate risk and resilience considerations		
84	Partner with regional governments, business and the community to implement the second Resilient Sydney Strategy for the Greater Sydney region In November, the quarterly meeting of the Resilient Sydney Ambassadors brought together representatives from 26 Greater Sydney councils, Ausgrid and the NSW Reconstruction Authority. The inaugural 2025 meeting of the Resilient Sydney Steering Committee brought together both long-standing and newly appointed members. CEOs from across Greater Sydney presented on their resilience focus areas. In October, Resilient Sydney delivered a Masterclass for Resilient Sydney Platform users, providing updated insights on the new FY24 dataset and new methodology. Ku-ring-gai council presented on its electrification program. In December, Resilient Sydney delivered an introduction to the Resilient Sydney Platform for new users across Councils. Resilient Sydney, with WSROC, delivered the Heat Smart Sydney Forum 2025 in Granville, reporting on progress against the Greater Sydney Heat Smart City Plan and strengthening the collaboration between government, industry, community and research leaders to improve heat resilience across the region. The Greater Sydney Heat Taskforce received an award in the Local Government category at the 2025 Resilient Australia Awards. Resilient Sydney met with Minister Chanthivong and Dr Amanda Cohn MLC to brief them on the Greater Sydney Heat Taskforce and the Heat Smart City Plan. Resilient Sydney presented at government and industry forums, including the Living Futures Conference, NSW Carers Advisory Council Carers Week Symposium, Australian Social Cohesion Summit, Philanthropy and the COP31 Roundtable, OCN Strata Sustainability Webinar, Climate Action Forum, CCLM Working Group, National Climate Leaders Forum and the NSW Policy Roundtable on Aboriginal Disaster Resilience. Resilient Sydney provided strategic advice to the Department of Home Affairs on the development of a national guide to strengthen social cohesion, ensuring strong local government relevance through research, case studies, and co-design workshops. Resilient Sydney collaborated with the NSW Premiers Department to deliver a webinar to Local Government CEO's to coordinate support for communities in the aftermath of the Bondi terror attack.	On Track
	Implement the City's Floodplain Management Policy and update floodplain management plans, and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios The City has adopted an interim floodplain management policy. The policy is being implemented through the development approval process. In June 2025 Council endorsed an update to the Sydney Development Control Plan to incorporate the provisions of the policy. A program of floodplain risk management plan updates is underway and being reported to the Floodplain Risk Management Advisory Panel. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.	On Track

Support communities to build capacity and capability for resilience

Improve emergency preparedness in apartments and in priority communities	The City supported the Owners Corporation Network through an Innovation and Ideas grant to recruit of 10 apartment buildings to pilot a new Emergency Preparedness Toolkit with a diverse mix of residential apartment buildings and Building Management Australia. Better Renting, also through an Innovation and Ideas grant, is conducting a citizen-science and advocacy project that aims to empower people living in rental properties to use their experiences around household energy efficiency to advocate for minimum energy efficiency standards for rental properties. The project, called Sydney Summer Renter Researchers project, has completed recruitment with 103 applications received. The final participant list includes 12 in the City of Sydney.	On Track
Support communities beyond our local area and international communities experiencing emergency situations	In the first half of the year, no donations were approved by Council.	On Track

7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
Support diversity of business models		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	In the first half of the year, 43 grants were provided with a year to date value of \$2,271,331 in cash and value-in-kind. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Business Sector Support, Community services, Festivals and events sponsorship, Food Support and Innovation and ideas and Quick Response grants. This includes support for the Social Enterprise Council of NSW & ACT to host a two-day festival celebrating social enterprises through family-friendly activities, workshops, and markets and for Wildflower Gardens for Good Limited to deliver an Aboriginal-led apprenticeship project in Millers Point transferring rare seed collection skills to young people.	On Track

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Contribute to initiatives that support economic resilience

Contribute to metropolitan and state-wide strategic economic planning	The 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, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group. We contributed to the development of the NSW Government Tech Central Economic Development Strategy, released September 2025, with local government identified as a delivery partner for place-based strategic outcomes. We participate in the Innovation District Alliance hosted by the Committee for Sydney with membership from across the innovation districts of Greater Sydney. We convene regular meetings with local business chambers and peak bodies.	On Track
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7.5 People feel safe in the city

Major Programs	Progress To Date	Status
Collaborate to improve community safety		
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	The City continues to support the NSW Police with the Street Safety Camera Program's 24/7 operations. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places. The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.	On Track
Embed the NSW Child Safe Standards		
Ensure effective implementation of the NSW Child Safe Standards across our organisation	The NSW Child Safe Standards continue to be embedded into practice including through numerous operational Child Safety procedures in line with the commitments of the revised Child Safety policy endorsed by Council in July 2024 Highlights include: – Review completed of the Child Safety learning and development training plan – Commencement of review of legislative, regulatory and non-regulatory obligations relevant to Child Safety policy and procedures, and continuous improvement recommendations applicable to City of Sydney education and care services and other service provision relevant to children and young people – Review of upcoming Procurement and contract management policy changes and required updates to the Child Safety procedure- Contracted service providers	On Track
Deliver programs to improve community safety		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	For the first half of the financial year Rangers have spent 86, 986 hours on targeted 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 reduce crime and improve actual and perceived community safety	The City hosted 'Cuppa with a Cop' community safety events in Green Square and Waterloo in partnership with the South Sydney Police Area Command. These events aim to strengthen relationships between Police and community in a relaxed environment, encouraging people to ask for help when they need it. At the events which were attended by 165 residents, NSW Police and City staff provided advice and information on community safety and crime prevention resources.	On Track
Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	To date, the City has hosted two Inner City domestic and family violence forums focused on sharing best practice and increasing collaboration across the sector to improve safety, support and referral pathways for older women with experiences of gender-based violence across their lifespan. An accessible online domestic and family violence support directory was developed by the City to provide information for people experiencing domestic and family violence and their supports. The City partnered with services to deliver events and programs for the United Nations 16 Days of Activism Against Gender Based Violence, including workshops on financial autonomy, economic safety and domestic and family violence prevention. The City provided Lou's Place with funding through the Festival and events sponsorship grant program to deliver the Unite Against Violence Vigil, in partnership with 30 frontline services, on the International Day for the Elimination of Violence Against Women. Through the Aboriginal and Torres Strait Islander collaboration fund the City supported Mudgin-Gal Women's Festival which included a walk in solidarity from Redfern Community Centre to Redfern Park for women and children's safety.	On Track

Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community	On International Drug Users Remembrance Day (21 July) representatives from community organisations, members of the harm reduction community, people with lived experience and City staff gathered around the Remembrance Day Tree in Lawrence Hargrave Reserve to remember those lost to drug related harm. The focus of this year's event was on stigma and the importance of advocating for safety and change. Over 40 people attended the event, which was held in partnership with NSW Health, NSW Users & AIDS Association, Wayside Chapel, and Sydney Medically Supervised Injecting Centre. On 9 December, at a small community gathering a memorial plaque was unveiled to better acknowledge and sign post the Remembrance Day Tree in Lawrence Hargraves Reserve. The wording of the plaque was chosen by community including those with lived experience through the Kirketon Road Consumer's Participation Group and Medically Supervised Injecting Centre's Consumer Action Group.	On Track
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Deliver programs to improve community safety											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	Q1	2025/26 Result				Comment	Status
		Result	Result	Target		Q2	Q3	Q4	YTD		
People attending community safety events / programs	No.	2,484	4,380	-	-	1,985	-	-	1,985	Reported biannually in December and June.	Indicator Only
Community safety program participants who report an increase skills or knowledge	%	96.5	94.9	-	-	98	-	-	98	Reported biannually in December and June.	Indicator Only
Community safety program participants who know where to get help if they need it	%	84	91	-	-	97	-	-	97	Reported biannually in December and June.	Indicator Only

7.6 Communities are empowered to lead the change they want to see in the city

Major Programs	Progress To Date	Status
Empower and support community led solutions		
Integrate community wealth building within our economic strategy and our operational activities	Work continues to progress the integration of community wealth building principles within our operational activities. Community wealth building principles have been integrated into the City's economic development strategy 2025 - 2035.	On Track

Support a strong Aboriginal and Torres Strait Islander community-controlled sector		
Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	In the first half of the year, 36 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations with a year to date value of \$5,277,647 in cash and value-in-kind. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Community services, Creative, Festival and events sponsorship, Food support , Innovation and ideas, Quick response grant programs and strategically driven one-off grants. This includes support for the Mudgin-Gal Women's Aboriginal Corporation under the Food Support Grant Program for a community-led initiative across Redfern, Waterloo, and the inner city providing culturally grounded food support and safe spaces for Aboriginal women and families, fostering dignity, healing, and long-term community resilience.	On Track

Strengthen young people's civic engagement		
Deliver youth civic engagement programs	A number of programs were implemented to strengthen young people's civic engagement. This includes 108 attendances at 6 Youth Opportunities Program sessions. The program provides young people with opportunities for learning, skills development and the co-design of community programs and events to engage young people in their community.	On Track

Support a strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	76	94	-	-	48	-	-	48	Reported biannually in December and June.	Indicator Only
City of Sydney spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,970	3,169	2,400	-	818	-	-	818	Reported biannually in December and June. The spend is below target due to a decrease in larger contracts and completion of other projects.	Attention Required
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$ '000	1,936.74	2,526.4	-	4,405.83	871.82	-	-	5,277.65	The significant increase in grants approved is due to Council approval of \$3 million in cash funding through the Affordable and Diverse Housing Fund to Metropolitan Land Council for the development of residential accommodation in Redfern.	Indicator Only

SD08 A thriving cultural life

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

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition		
Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel with 'bara', Monument for the Eora by artist Judy Watson completed in 2023. The appointed multidisciplinary team for Stage two of the Redfern Terrace project have put forward a concept to reimagine the corner terrace of Hugo and Caroline Streets, adjacent to 'The Block', as a site to celebrate, perform and communicate the role of Blak Theatre in Redfern 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, Royal Botanic Gardens and project partners including cultural institutions. For the Tara/ Dawes Point (Patyegarang) project, detailed consultation with Aboriginal community members has been undertaken with Sydney Aboriginal women generously sharing diverse perspectives on the significance of Patyegarang. These stories belong to local Aboriginal communities, and the City is taking time to listen deeply and ensure we have heard the communities' priorities for this project.	On Track

8.2 We value our cultural life and champion our creative industries

Major Programs	Progress To Date	Status
Enable artists to participate in shaping our city		
Deliver the City Art public art program by commissioning temporary and permanent public art works and maintaining, conserving and communicating the City Art Public Art Collection	In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Lucy Simpson's artwork for 'Sitelines and Conversations' in development with ongoing community consultation. The successful artist team has been appointed with a concept which sees the Redfern Terrace become a site for the celebration, enjoyment and performance of Black Theatre and its history. The team was appointed following a two stage process including an Open Expression of Interest followed by a Select Tender process. The City's conservation program is ongoing. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced with procurement of relevant expertise underway. Stabilisation, structural works and minor conservation works are also underway for the Woolloomooloo Murals project. The City Art element of the corporate website has also been updated.	On Track

Invest in local creation and production

Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy

In the first half of the year, 143 Cultural grants were provided. Support to increase creative participation and enhance creativity through our grants program includes projects supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events sponsorship, Innovation and ideas, Quick response, Street banner sponsorships, and Venue hire support grants. This includes support for Creative Plus Business Group Pty Ltd for a hybrid program in Chippendale to support art professionals through online and in-person experiences that enhance wellbeing, professional viability, and creative sector capacity. Space was provided to cultural organisations through our Accommodation grant program for long term use of the City's spaces which includes Tom Bass Sculpture Studio School in Erskineville and Readymade Works Incorporated in Ultimo.

On Track

Reinforce Sydney as an innovative, creative, global city

Produce an annual program of events and festivals that showcase local stories and talent internationally, champions local cultural production, and actively engages with local communities

The City continues to create opportunities for local creatives and audiences through its programs. NAIDOC in the City celebrated First Nations culture in Sydney Town Hall. Art & About delivered Soft Forest, a children's performance work and Meeras Pavilion presented a celebration of Rohingya culture coordinated by Sydney's Rohingya community. At least one First Nations performer was programmed for each Sydney Christmas concert alongside performers with diverse backgrounds and abilities. Key creatives engaged for Sydney New Year's Eve, including pyrotechnics, soundtrack, animation and lighting are based in Sydney, showcasing local creativity to the world. Sydney Lunar Festival engaged eight local Asian-Australian artists to design street banners.

On Track

Record and share Sydney's stories and history

Share Sydney's stories and history through our history and civic collection programs

Staff continue to deliver engagement programs to share Sydney's history, heritage and culture with the community. The Barani website has been upgraded to improve functionality for users. Sydney's stories continue to be shared through park signage and bespoke history hoardings in the public domain, as well as the Civic Collection display in the Colonnade at Sydney Town Hall. Public programs included an in-conversation presentation and a tour of Hyde Park.

On Track

Educate, connect with and engage the community

Deliver an inclusive, welcoming cultural program within City operated cultural venues

A total of 118 cultural programs were delivered, engaging 1,510 participants across eleven City venues, including Pine Street Creative Arts Centre, City libraries, the Makerspace, and community centres. Community feedback was positive: 89.5% of survey respondents reported learning something new, 91% felt inspired to be creative, and 89.5% said they felt welcome and included. Program highlights included: International Day of People with Disability events including Accessing My City at the Juanita Nielsen Centre. Storytellers programs including If Words Could Speak at Darling Square Library, In My Neighbourhood at St Helens Community Centre, and a food and storytelling event at Ultimo Community Centre as part of Diwali and Moon Festival celebrations. Local history experiences including an exhibition and talks about the City Model and author talks and AI talks at City libraries.

On Track

Support the creative sector

Undertake research to support the creative sector to advocate for and address identified needs	Analysis is being undertaken to assess the impacts of the City's operations over the 2024/25 financial year against the strategic data points within the Cultural Strategy, so as to understand the impact of our work and identify unmet demand.	On Track
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Contribute to local and international cultural networks to gain insights that benefit local culture	As part of an MOU with the NSW Government to monitor and increase the supply of creative space in Greater Sydney, a new network of local government representatives is being established. It will be co-chaired by the Executive Director of Create NSW and the City's Manager of Cultural Strategy. The City continues to play an active role in the Music Cities Network, an international network focused on music policy at a municipal level, facilitating inter-city collaboration and music sector development. The City's Cultural Strategy Advisor attended a summit of the Music Cities Network in Vilnius Lithuania in June 2025, at no cost to the City. The City has an ongoing leadership role in the World Cities Culture Forum, an international network focused on cultural policy and advocacy, research, and knowledge exchange. The Executive Manager of Creative City and the City Architect attended the World Cities Culture Summit in Amsterdam in October.	On Track
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Invest in local creation and production

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,715.23	3,742.76	-	2,021.2	681.58	-	-	2,702.79	These projects were supported through the City's Aboriginal and Torres Strait Islander Collaboration Fund, Creative, Festivals and events sponsorship, Innovation and ideas, Quick response and Venue hire support and Street banner sponsorship grant programs.	Indicator Only
Cultural grants approved by the City of Sydney to Aboriginal and Torres Strait people, groups and organisations (excluding major events)	\$	-	-	-	76,917	46,700	-	-	123,617	New measure. In the first half of the year, 6 Cultural grants were provided to Aboriginal and Torres Strait Islander individuals, groups and organisations with a year to date value of \$123,617 in cash and value-in-kind. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Creative, Festivals and events sponsorship, Quick response and Venue Support grant programs.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	13,254	12,345	-	-	6,910	-	-	6,910	Reported biannually in December and June. Creative personnel have been engaged primarily through a range of Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

8.3 An increasing number of creative workers live or work in the city		
Major Programs	Progress To Date	Status
Enable creative and cultural operators to locate in Sydney		
Deliver programs that support cultural organisations and creative businesses to employ creative workers	A total of 81 creative and cultural organisations were supported in City owned creative spaces, employing 53 full-time, 126 part-time and 217 casual staff, delivering 641 events. Over 2,000 artists or creatives were showcased, exhibited, performed or rehearsed in these spaces. The City's Creative Grants, Innovation and Ideas and festivals and events grants enable cultural organisations to embark on new projects and initiatives to support and employ creative workers. For example, the Sydney Fringe Festival employed over 3,300 independent artists, contributing \$3.2 million to artists and arts workers throughout their 54 days festival program.	On Track
8.4 Sydney's cultural life reflects the diversity of our communities		
Major Programs	Progress To Date	Status
Engage diverse cultural workers and connect with diverse audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	A diverse range of performers and artists are engaged across all the City's events. Capital Works programs, including Joy the Statue re-launch, Green Square Public School and Loftus Street were programmed to reflect the unique characteristics of the local communities. Sydney Streets events held in Glebe and Potts Point included artists and creatives who live and work in the precincts. All Sydney Christmas events included one, if not more, First Nations artist as well as artists with disability, artists from varied cultural backgrounds and showcased a diverse range of styles, genres and formats.	On Track
Encourage greater diversity in creative workforce and leadership		
Provide support to a range of cultural groups that reflect the diversity of our communities	Through various creatives spaces programs, the City supports 5 First Nations creative and cultural organisations as well as 3 organisations representing and advocating for culturally and linguistically diverse communities. Our cultural grants program continues to support projects that reflect engagement with diverse communities in project outcomes. Projects include: Australian South Sea Islanders' Crafting a More Inclusive Democracy project, Jamie James' Breathing Archive chronicling Sydney's radical queer performance history, and Meg Carlsen's Documentary exploring the vibrant life of queer First Nations and ASSI man, Malcolm Cole, narrated by his twin brother Robert Cole. In this period, the City supported development of a disability led cabaret work for Fringe through a Quick response grant.	On Track
8.5 There is an increased supply of accessible creative space		
Major Programs	Progress To Date	Status
Encourage investment in new creative space		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	Reported annually in June.	Not Yet Due To Report

Retain and increase the supply of creative space in City of Sydney properties

Deliver affordable space to the creative sector in City owned properties	Under the Short Term Empty Properties program, 2 new creative spaces were granted to tenants at 101-111 William Street. Creative spaces were granted to tenants through the Accommodation Grant Program for 5 tenancies at Joynton Avenue Creative Centre. Through the Creative Live Work Program, 2 apartments in Waterloo and Ultimo were granted to tenants.	On Track
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Enable cultural infrastructure through planning policies

Support, monitor and evaluate 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.	On Track
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Retain and increase the supply of creative space in City of Sydney properties

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Creative organisations in creative spaces supported by the City of Sydney	No.	72	96	-	79	81	-	-	-	81	The City provided 41 spaces to 81 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 period. Highlights include the delivery of co-design workshops with young people who are survivors of out of home care by tenant Impact Policy, the Museum of Chinese in Australia delivered 5 events and the annual Jessie Street National Women's Library luncheon featuring Professor Verity Firth OM as keynote speaker.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	3,130.55	2,438.27	-	683.67	595.52	-	-	-	1,279.19	This includes revenue forgone through the Accommodation grant program to the Tom Bass Sculpture Studio School at 1a Clara Street, Erskineville and Readymade Works Incorporated at 247-257 Bulwara Road, Ultimo.	Indicator Only

SD09 A transformed and innovative economy

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

9.1 An expanding innovation economy supports Sydney's future prosperity		
Major Programs	Progress To Date	Status
Collaborate to develop and promote sector specialisation and clustering		
Work collaboratively with the NSW Government, other agencies and organisations to drive place-based innovation including Tech Central	We are working collaboratively with precinct partners to position the Tech Central area as the driver of place-based innovation in Australia. We meet monthly with Investment NSW and are exploring formalised partnership models with anchor institutes. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. In September 2025 Investment NSW released the Tech Central Economic Development Strategy which the City contributed to and is identified as a delivery partner for strategic outcome 4 relating to improvements in place. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were also released in 2025.	On Track
Collaborate to position Sydney as an innovative global city		
Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	The City collaborates with Investment NSW to support broader investment attraction efforts, including on Tech Central as Australia's premier innovation precinct. We also continue to work closely with Business Events (BE) Sydney to support the attraction of domestic and international business events for Sydney for the period 2025-2028.	On Track
Foster a culture of entrepreneurship through knowledge sharing, festivals, network building and active promotion of experimentation	The City has supported organisations that foster a culture of entrepreneurship through the Business sector support, Innovation and ideas and Festival & events sponsorship grant programs. This included support for Pride Business Association (NSW) Incorporated to deliver a business fair on Oxford Street exclusively showcasing LGBTQIA+ businesses during Small Business Month and the Indigenous Entrepreneur Network Ltd to deliver the Funding and Investment Readiness Program for Indigenous Businesses. In addition, the City supported for SXSW Sydney to deliver an AI hackathon in Darling Square Library, three networking breakfast events within Tech Central showcases from local tech startups and support for 9 local First Nations businesses to exhibit at the Innovation Expo Startup Village.	On Track
Support local businesses to transform and adopt new technologies and innovations		
Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	The City's annual Reboot Webinar series is a free, online program for local businesses to develop capacity in innovation, diversification, and adoption of new technologies. To date, five sessions were delivered with over 5,700 registrations. Topics included AI, meta-advertising and social media. In addition, a total of \$329,980 in cash and value-in-kind was provided to 11 projects through the City's Business sector support, Festivals and events sponsorship and Innovation and ideas grant programs. This included support for Regen Sydney Ltd to showcase place-based regeneration by activating Regen Sydney's network to roadmap and implement regenerative projects and foster local green economic transformations and for Curiosity Centre Pty Ltd to deliver an innovation project in the inner-city sharing strategies from Sydney's top startups through toolkits, case studies, and live sessions to empower emerging founders and build scalable companies.	On Track

Support local businesses to transform and adopt new technologies and innovations

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	1,372.97	1,274.22	-	1,751.55	518.99	-	-	2,270.53	In the first half of the year, \$2,270,531 in cash and value-in-kind has been provided to 44 projects through the Aboriginal and Torres Strait Islander collaboration fund, Business sector support, Festival and events sponsorship, Innovation and ideas, Haymarket activation and Dixon Street improvement grant programs.	Indicator Only

9.2 The transition to a net zero economy offers new economic opportunities

Major Programs	Progress To Date	Status
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Encourage and promote innovation and commercialisation of research

Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	In the first half of the year, the City has provided a total of \$1,418,298 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. During this period, Greenhouse have hosted over 100 events for green and climate tech startups including the launch of the Catalysing Climate Capital Report, the Local Government Net Zero and Resilient Communities Summit, an event for the Green Building Council of Australia, the Blended Finance Roundtable, Crunching the Climate Capital Stack and the Better Data Centres Forum.	On Track
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Promote and support development of local net zero and circular economies

Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney becoming a regional hub for sustainable finance. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of sustainability-focused tech companies and provides a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused start-ups include building business skills, connecting start-ups to investors and venture capital, and hosting major events including the 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 to position Sydney as a sustainable finance hub. As part of grant delivery, Greenhouse launched their research report "Catalysing climate capital" on 14 August 2025. They also hosted an event showcasing the climate capital stack in November 2025. The report will inform a capability building and financial instrument piloting program that Greenhouse will deliver in year 2 and 3 of the 3-year grant. We also supported the 2025 Australian Sustainable Finance Summit through a business sector support grant. The summit was held on 30 July 2025 and brought together industry and government leaders to advance the state of sustainable finance in Australia. We continue to explore opportunities for collaboration on sustainable finance with the NSW government.	On Track
Facilitate the growth of net zero or circular economy markets to provide greater business opportunities and reduce costs	The City of Sydney supported Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of Sydney's net zero and circular economy startups. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events. Recently, the City of Sydney released its online "introduction to the circular economy" training program for SME's in September 2025. The course aims to improve SMEs' understanding of circular economy principles and provide practical, general advice on how these principles can be incorporated into business operations. The course includes helpful tools, checklists, video tutorials and local case studies (e.g. Butter in Surry Hills and ReLove in Alexandria) along with a workbook to reflect, take notes and begin shaping up a circular action plan.	On Track

Build the capacity of local business to adapt their operations and benefit from the transition to a net zero and circular economy future	In September 2025, the City launched the Introduction to the circular economy online training program for local businesses. The program includes practical and actionable resources to support small businesses from key industry sectors to transition to a net zero and circular economy future. To date, 3815 people have accessed the online course. To support further engagement, during October and November 2025 the City hosted 3 sector-specific live online sessions, which were attended by 50 businesses. The sessions included presentations from local retail, hospitality and professional services organisations, showcasing examples of best-practice approaches to circularity in the City of Sydney LGA.	On Track
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9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Major Programs	Progress To Date	Status
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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. The 2025 Housing Audit, Residential Monitor, Commercial Monitor, Visitor Accommodation Monitor and associated spatial data have all been updated on the City's website and datahub.	On Track
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Support Indigenous enterprises, social enterprises and for-purpose businesses

Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities	The City is undertaking a range of projects and reforms to improve our understanding of and ability to support Aboriginal and Torres Strait Islander businesses. This includes in-depth quantitative research that seeks to provide a detailed account of the number of Aboriginal and Torres Strait Islander businesses based or operating in the City of Sydney. This will provide an invaluable baseline and will be supported in time by qualitative analysis and broader engagement. To support coordination across the City of Sydney on projects and initiatives that relate to Aboriginal and Torres Strait Islander enterprises a dedicated coordination group has been established that meets regularly.	On Track
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Collect, analyse and share data

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result	Q2	Q3	Q4	YTD	Comment	Status
Turnover of the core night-time economy (food, drink & entertainment businesses)	\$Bln	6.14	-	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication.	Indicator Only

9.4 Creativity and great experiences fuel the vitality of the city

Major Programs	Progress To Date	Status
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Encourage activation of places and precincts

Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	To date the City has provided \$1,691,755 in cash and value-in-kind support to 26 projects that strengthen business collaboration and deliver creative programming in local precincts. Funding was provided through the Business sector support, Festivals and events sponsorship, and Haymarket activation and Dixon Street improvement grant programs. This included support for the Chinatown Comedy Club to promote local artists and the nighttime economy, and for the Hollywood Quarter Incorporated to drive business collaboration and marketing. The City delivered three Sydney Street events in Potts Point, Glebe and Surry Hills, with more than 70 local businesses and community organisations participating. A total of 33 businesses and organisations completed the post-event survey, with 82% agreeing or strongly agreeing that the events were well produced and presented and 82% agreeing or strongly agreeing that the	On Track
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events helped them feel more connected to the community. Across the three events, 235 attendees were surveyed, with 96.5% rating their overall experience as good or excellent.

Advocate to support nightlife and entertainment

Monitor planning and regulatory frameworks and engage with the NSW Government to support nightlife and entertainment

The City continues to monitor planning legislation and regulatory frameworks that support a vibrant and diverse nightlife. This includes providing feedback and advice to the NSW Government on regulatory barriers affecting the night-time economy, the impacts of the vibrancy reforms, and issues related to event noise complaints. The City is a member of the NSW Government's 24-Hour Economy Advisory Panel and participates in the NSW Office of the 24-Hour Economy Commissioner's Community of Practice Working Groups providing advice and guidance on developing and promoting a safe, connected and equitable 24-hour city.

On Track

Support and promote the experience economy

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

Events supported by the City included Sydney Craft Week in over 60 venues across Sydney, Sydney Contemporary at Carriageworks and Head On Photo Festival. These combined events presented a fine array of local, national and international performance, photography, craftspeople and visual arts and attracted 1000s of audiences to venues and precincts across the city.

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. Work is underway to lead a more coordinated approach to our internal resourcing through external partnerships, knowledge sharing and data insights, particularly with DNSW, the Sydney Visitor Collective (coordinated via the NSW Tourism Association) and O24HEC.

In the September quarter 2025, there were 16.1 million domestic visitors to Sydney. Domestic overnight visitors stayed a total of 8.0 million nights. Data collection methodology has changed making it difficult to compare domestic figures beyond the last quarter.

For year ending September 2025, there were 3.7 million international travellers – an increase in 8.1% compared to the previous year. The number of nights spent in Sydney also increased 5.6% and expenditure was up 19.4% (year on year) to \$12.8 billion.

The City continues to deliver visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. The City is also working closely with the NSW Government new visitor centre, known as 'Culture Station', at Circular Quay. The centre compliments the City's visitor services and helps visitors to navigate and explore Sydney's cultural attractions and uncover the city's best tours, exhibitions, and events.

The City continues to support the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW. During the last quarter, over 3,700 international students have been welcomed at Sydney Airport through the International Student Volunteering Program, which the City supports through a grant, with nearly 400 volunteer shifts and more than 1,100 hours contributed, reflecting the sector's commitment to a positive arrival experience. In NSW, the main source countries of international students are China, Nepal, India, Bangladesh, and Vietnam.

On Track

Develop and deliver tourist information services to meet visitor requirements

The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. More familiarisation tours of new experiences and facilities and improved information sharing are enhancing ambassador knowledge and effectiveness.

On Track

Enhance Sydney's reputation as a global study destination by providing opportunities for students to participate in all aspects of city life

The City continues to deliver programs that welcome international students, support their wellbeing, and enhance their employment outcomes. To support social connection and wellbeing, in November, the City hosted 'Christmas in the City: an International Student Festive Walk'. 53 international students attended or volunteered at the event, with 100% of attendees reporting the event made them feel more included in the Sydney community and 90% of attendees made a new connection. Also in November, the City received the NSW International Education Industry Excellence Award for the Lord Mayor's Welcome for International Students. The City's annual event fosters inclusion and focuses on cultural connection and celebration. The event brings together Sydney's vibrant multicultural community and supports students to set themselves up for success with access to support services and student integration. It is delivered in partnership with Study NSW and major educational institutions including University of Sydney, University of Technology Sydney, University of NSW and TAFE NSW. The City continues to deliver the International Student Leadership and Ambassador (ISLA) Program, which empowers students to engage in civic life and promotes Sydney as a leading global study destination.

On Track

Support and promote the experience economy											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic impact of business events and conferences secured	\$M	47.9	100.38	-	17.96	5.3	-	-	23.26	To date, Business Events Sydney have secured a total of 10 events with an estimated 20,320 delegate days and \$23,269,223 in direct expenditure. Whilst there were strong outcomes in Q1, events secured were less in Q2 which is generally a slower period due to the holiday season.	Indicator Only
Grants approved by the City of Sydney for major events and festivals	\$ '000	6,540.38	6,445.04	-	700	4,268.62	-	-	4,968.62	To date, 7 grants were provided for a total of \$4,968,624 in cash and value in kind through the City's Festivals and events sponsorship grant program.	Indicator Only
Domestic visitors – average number of nights stayed in City of Sydney local area	No.	2.69	2.37	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International visitors - average number of nights stayed in City of Sydney local area	No.	13.99	14.28	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International visitors – staying overnight in the City of Sydney local area	No	2,043,269	2,335,972	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International students studying in the local area	No.	214,643	231,796	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Sydney’s position on the Global Destination Sustainability Index	No.	29	10	-	-	25	-	-	25	Reported annually in December. See https://www.gds.earth/index/top-40-cities/	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 distinct and diverse local places		
Support the implementation of the Oxford Street LGBTQIA+ Place Strategy	Launched in June 2023, the Oxford Street Pride Charter promotes inclusivity and celebrates Oxford Street's unique LGBTQIA+ history. Developed with input from local businesses and the LGBTQIA+ community, the Charter now has 68 members. Free online diversity and inclusion training, developed by the City, has been completed by 251 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. The City approved \$35,000 in funding to the Rainbow Precinct who have now assumed ownership of the Charter and continue its promotion and implementation.	On Track
Support the implementation of the Haymarket and Chinatown Place Strategy	In July 2025, the City hosted a Haymarket information session attended by 45 local business owners and community members. At the session City staff provided an update on the Dixon Street public domain upgrade works and community representatives and local businesses shared their positive experiences of applying for and receiving funding through the City's dedicated Haymarket grant programs. In August 2025, the public domain upgrade of Dixon Street commenced. To support local businesses during the works the City produced and distributed "Support Local" for display in shopfronts, and a photo campaign featuring local businesses was launched on QMS advertising boards in the area. During this period the City published an Instagram reel highlighting the history of Dixon Street and the new features of the transformation currently underway.	On Track
Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	To date, 6 new on-street dining locations have been installed. During this period Council approved for exhibition the draft Outdoor dining guidelines which include provision for the City to work with eligible businesses to extend the footpath and make the outdoor dining space directly outside their premises available long-term to be placed on public exhibition. The City is continuing to investigate those locations where footpaths could be permanently extended into road space to support outdoor dining.	On Track
Support place-based approaches to promote the growth of thriving local places and economies	The City has supported projects that promote vibrant, safe and sustainable precincts through the Business sector support, Innovation and ideas, Festivals and events sponsorship, Haymarket activation and Dixon Street improvement grant programs. This included funding for Night Time Industries Association to deliver 'Night Pulse', a data-driven initiative to survey consumers about night-time economy offerings in the City of Sydney LGA, for Rainbow Precinct Inc. to deliver marketing initiatives, local activations, and events celebrating LGBTQIA+ history and culture and for Organic Food Markets to deliver weekly day and night markets in Taylor Square with funding directed to employing diverse musicians and artists.	On Track
Diversify our economy		
Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	The City continues to work with the NSW Office of the 24-Hour Commissioner on a range of initiatives that promote and support a diverse, vibrant and inclusive nightlife. These include the Uptown District Accelerator Program, 24-hour Economy Strategy and the Purple Flag Accreditation Scheme. Four precincts within the City of Sydney local area have submitted their Purple Flag application to the NSW Office of the 24-Hour Commissioner and are currently undergoing assessment.	On Track

SD10 Housing for all

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

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs		
Major Programs	Progress To Date	Status
Work with others to improve systems to reduce homelessness		
Advocate for innovative responses, and build the capacity of non-government services and the community to contribute to preventing and reducing homelessness	The City continues to advocate for the needs of individuals experiencing homelessness through a range of activities including: – chairing and minuting the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership Team – presenting on impacts of climate change on people sleeping rough at NSW State Health Community of Practice and the Hobart Homelessness Council. – 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 2 activations of the Cooling Hub with St Vincent's Health – participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation and women's housing – presented at the Australasian Housing and Health Research Conference	On Track
Partner and support the delivery and coordination of services to link people sleeping rough with services and support	The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and HOMES NSW continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. The HART has engaged with 7,213 people since March 2019, and 480 people have been housed since March 2017. Highlights include: – 59 people assisted to exit homelessness and 62 people prevented from entering homelessness as a result of City funded programs – 95 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness – chaired the Sydney Zero Leadership team and continued integration of the By Name List into case coordination systems – continued to support 'Health Pop up hub' to improve access to healthcare for people sleeping rough – continued to attend and support Health Coordination Meetings to improve coordination and delivery of health services to people and areas of need.	On Track
Monitor trends in inner city homelessness and services		
Monitor patterns of homelessness, and services available for people sleeping rough to identify gaps and trends	346 people were counted sleeping rough across the local government 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

Work with others to improve systems to reduce homelessness											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 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.	211	230	-	39	20	-	-	59	This is an 18% decrease from the same period last year (50), reflective of increased complexity of presentations, limited housing stock and no pathways to alternate housing	Indicator Only
People prevented from becoming homeless through the City of Sydney supported brokerage program	No.	174	170	-	30	32	-	-	62	This is a 25% decrease from 2024 Q2 (40). There is no current evidence as to why numbers have reduced	Indicator Only
Monitor trends in inner city homelessness and services											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the City of Sydney local area on the night of the annual street count	No.	280	346	-	-	-	-	-	-	Reported annually in June.	Indicator Only
People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No.	392	380	-	-	-	-	-	-	Reported annually in June.	Indicator Only
10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities											
Major Programs			Progress To Date								Status
Support initiatives for safe neighbourhoods											
Provide and support community capacity building initiatives in social housing neighbourhoods			The City works with social residents and stakeholders through the Waterloo Human Services Collaborative and the Waterloo Wellbeing Safety Action Group to address community priorities including mental health, safety, waste education and social inclusion. The City hosted Northcott Pet Day on 6 September in partnership with local animal welfare and community organisations, attracting over 400 residents and providing free pet health checks to companion animals. In September, the City hosted a Waterloo Heatwave Preparedness event with local services as part of EmergencyRedi Week 2025. Over 100 people attended the event where they could access emergency preparedness resources, talks and video screenings, heat preparedness kits and workshops. In Glebe, a heat preparedness workshop was delivered by Red Cross, coordinated by the Forest Lodge and Glebe Groups, supported by the City. The City produces a bi-monthly newsletter for social housing residents distributed to 260 subscribers for local news, community safety information and tenancy updates.								On Track
Collaborate with partner agencies to support social housing residents											
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties			The City participates in five bi-monthly Homes NSW neighbourhood advisory boards with residents and stakeholders to identify and respond to local issues on social housing estates in Redfern, Waterloo, Surry Hills, Woolloomooloo and Glebe. The City convenes a monthly Social Housing Operations Group with Homes NSW to improve public health, safety and amenity. Issues addressed include waste and rodent management, maintenance, security and ongoing systemic challenges, with 8 issues remaining on the log for further resolution. To date 45% of issues have been closed and 8 issues remain on the action log. In October, the City collaborated with Homes NSW and Sydney Local Health District to deliver the Redlink Health and Wellbeing Day which provided residents with access to local health								On Track

resources, advice and programs. The City supports Clean Up Australia through a Community services grant to deliver monthly activities with social housing residents in Redfern and Waterloo to enhance neighbourhood health and safety.

Support people during urban renewal projects

Support communities to participate in social housing redevelopment projects	The City supports three local community organisations to provide social housing residents with legal advice, community programs as well as culturally safe support, advice and advocacy for Aboriginal and Torres Strait Islander households impacted by relocation as part of the Waterloo South Redevelopment. The City continues to participate in the Waterloo Redevelopment Group to hear community issues, raise concerns and advise the Waterloo South project team, in addition to meeting with Homes NSW monthly to discuss the Waterloo South redevelopment, including relocations. In July, Office AU released their feasibility study to retain and repair the Waterloo high-rise towers as an alternative to demolition. This project was funded through the City's Innovation and ideas grant program and was informed by consultation with social housing residents.	On Track
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Advocate to increase supply, mix and quality of social and affordable housing

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City consistently advocates that the renewal of the housing estates are well planned and deliver improved social housing outcomes. The is engaging with the NSW Government on planning for Waterloo Estate South.	On Track
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Advocate to increase supply, mix and quality of social and affordable housing

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Social housing dwellings in the City of Sydney local area	No	9,538	9,540	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
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Encourage others to supply affordable rental and diverse housing

Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others	The NSW Department of Planning, Housing and Infrastructure released the draft region plan in December 2025. In response to the Lord Mayor's Minute from 15 December 2025 a discussion paper is being prepared to seek feedback on ideas and proposed changes to the LSPS and Housing Strategy, for Council's consideration.	On Track
Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council for elders housing. A grant has also been approved for the Property Industry Foundation to work collaboratively with the private sector and homelessness and housing service providers to deliver meanwhile use housing. The City is engaging with the Aboriginal Housing Office, Homes NSW and Housing Australia on maximising collaboration in the area. City West Housing completed a new affordable housing complex using affordable housing contributions from the City of Sydney in August 2025. The state and federal governments also contributed to the development.	On Track

Facilitate supply of affordable rental housing through planning controls

Facilitate affordable rental housing through the planning system	In December 2024, Council approved a draft amendment to the City's affordable housing provisions in its LEPs and the affordable housing program for public exhibition in 2025. The proposed amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The proposed amendment has been publicly exhibited and submissions are being considered with a post-exhibition report to be prepared for Council and the Central Sydney Planning Committee in 2026.	On Track
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Facilitate supply of affordable rental housing through planning controls											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental and / or diverse housing dwellings in the City of Sydney local area	No.	1,447	1,390	-	-	-	-	-	-	Reported annually in June.	Indicator Only

10.4 Our city has a mix of housing accommodating diverse and growing communities

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

Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 31 December 2025 there were: – 11,611 private residential dwellings approved or under construction in the city – 3,310 non-private residential dwellings approved or under construction in the city – 2,980 private residential dwellings lodged but not yet approved in the city – 668 non-private residential dwellings lodged but not yet approved in the city For the December quarter (Q2) there were: – 265 private dwellings completed – 0 non-private dwellings completed	On Track
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Facilitate supply of a diverse range of housing

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	1,349.59	1,400	-	7,470	0	-	-	-	7,470	7 grants have been provided year to date to support homelessness services in the Inner City area and the development of affordable and diverse housing. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community, Neami, Metropolitan Local Aboriginal Land Council, Bridge Housing Ltd and Property Industry Foundation.	Indicator Only
New dwellings approved in the City of Sydney local area	No.	893	3,385	-	260	145	-	-	-	405		Indicator Only
Private (self contained) dwellings in the City of Sydney local area. Target of 156,000 by 2036. Baseline 121,725 June 2021	No.	124,010	125,720	-	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036. Baseline 15,127 June 2021	No.	16,366	17,146	-	-	-	-	-	-	-	Reported annually in June.	Indicator Only

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 8.0%	%	7.69	7.59	-	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Private (self contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 1.1%	%	1.17	1.11	-	-	-	-	-	-	-	Reported annually in June.	Indicator Only

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples		
Major Programs	Progress To Date	Status
Support delivery of improved housing for Aboriginal and Torres Strait Islander communities		
Explore opportunities to support community housing providers and NSW government to deliver more culturally appropriate social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council to support development of housing for their members.	On Track
Support Aboriginal and Torres Strait Islander housing providers to deliver self-determined housing outcomes	Following the approval of the \$3m grant to the Metropolitan Local Aboriginal Land Council by Council in September 2025, the City has continued working with the recipient to secure the remainder of the funding required to complete the project.	On Track

Glossary

Ad valorem – a rate or charge that's calculated as a percentage of the value of a property, rather than as a fixed amount. In the NSW rating system, ad valorem rates mean properties with higher land values pay more in general rates than properties with lower land values.

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

B-Corp – a B Corporation (also B Lab or B Corp) is a private certification of for-profit companies of their social and environmental performance. Companies are required to seek re-certification every 3 years to retain B Corporation status.

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

CALD – culturally and linguistically diverse is a broad, inclusive term to describe people and communities whose cultural background or first language is different to those of Australians born here generation after generation.

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

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

CCAP – the climate change action plan is a web-based software application owned by Kinesis. It's designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

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

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

DA – development application for land use.

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

DCP – a Development Control Plan provides detailed planning and design guidelines to support the planning controls in the local environmental plans.

DPE – the Department of Planning and Environment provides services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional NSW. Previously known as **DPIE** – Department of Planning, Industry and Environment.

EEO – equal employment opportunity.

EMS – the environmental management system is designed to help manage environmental impacts and improve the environmental performance of the City of Sydney's operations.

EPA – the NSW Environment Protection Authority is the main environmental regulator for the state. Its purpose is to improve environmental performance and waste management across NSW.

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

GIPAA – the *Government Information (Public Access) Act 2009* gives the NSW public the right to access most government information, unless there's an overriding public interest against releasing it. This law aims to make government more open, transparent and accountable.

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

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

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

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

LED – light-emitting diode. A type of lightbulb.

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

LGA – local government area.

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

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

Local area – refers to the City of Sydney local government area (**LGA**). May also be referred to as the 'City of Sydney local area', 'our local area' or 'the local area'. The area is made up of 33 suburbs wholly or partly within the LGA boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

NABERS – national Australian built environment rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

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

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

Potable water – treated water that is safe enough for consumption and use in kitchens and bathrooms.

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

Priority communities – communities that may experience heightened inequality and experience barriers to social, economic, cultural, political and environmental resources, services and support. This includes: Aboriginal and Torres Strait Islander peoples; people on low incomes; people renting including social housing tenants; people experiencing homelessness; people with disability; people with lived experience of a mental health and/or chronic condition; people over 65; young people and children under 5; new immigrants, non-citizens and refugees; people with English as a second language; people of diverse sexualities and genders and intersex people; women and girls.

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

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

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

SEPP – NSW environmental planning policy, which apply across the state.

SMART – sustainability management and reporting tool used to record and report the City of Sydney's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – the Stretch reconciliation action plan. was adopted by the City of Sydney in 2020 and refreshed in 2025. This plan outlines our vision and action we'll take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of their history and experiences and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

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

TfNSW – the Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight. Previously known as **RMS** – Roads and Maritime Services.

WSUD – water sensitive urban design integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.

Appendix 1: Status definitions for progress reports

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

Programs and projects:

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

Measures:

There are 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”.

Attachment D

Second Quarter 2025/26 Supplementary Reports

- Grants and sponsorship
- Major legal issues
- International travel

Grants and Sponsorships Policy – Quarter 2 2025/26

In a report adopted by Council on 15 September 2014, it was stated the following programs would be reported to Council as part of the quarterly financial reports:

- Quick response grants
- Street banner sponsorship
- Venue hire support grants and sponsorship

The remaining grants and sponsorships programs require Council approval in advance.

This Report

In the second quarter of the 2025/26 financial year, the City provided 25 grants have been approved across the Quick response, Street banner sponsorship and Venue hire support grants and sponsorship programs with a 2025/26 commitment of \$23,500 in cash and \$159,665 in value in kind support.

Of these, 24 grants were approved within the second quarter of the 2025/26 financial year, with a further (one) grant awarded under the Venue hire support grants and sponsorship program that was approved prior to 2025/26, but with a 2025/26 commitment of \$1,153 in value in kind support.

The tables below include details of:

- Quick response, Street banner and Venue hire support grants and sponsorships provided by the City in Q2 of financial year 2025/26.

1. Cash grants

The table below provides detail on the 5 grants approved under the Quick response grant program during the quarter.

Table 1 – Q2 Quick response grants

Organisation	Project	Cash amount	Value in kind
Bianca Eid	Yoni: Free period care pilot	\$5,000	\$0
David Welsh	The Basketball Queensland First Nations championships	\$5,000	\$0
First Nations Response	Christmas food relief hampers	\$5,000	\$0
Romney Hamilton	Monster by Duncan Macmillan	\$5,000	\$0
Tribal Warrior Aboriginal Corp	Elders Christmas party	\$3,500	\$0
Total Q2	5	\$23,500	\$0
Total Q1	10	\$36,766	\$0
Total year to date	15	\$60,266	\$0

2. Value in kind grants

The tables below provide detail on the grants that were approved under Street banner sponsorship and Venue hire support grants and sponsorship programs during the quarter and those approved during a previous financial year but with 2025/26 commitments.

Table 2 – Q2 Street banner sponsorship

Organisation	Project	Value in kind
Opera Australia	Handa Opera on Sydney Harbour – The Phantom of the Opera	\$10,500
Total Q2	1	\$10,500
Total Q1	1	\$7,232
Total year to date	2	\$17,732

Table 3 – Q2 Venue hire support grants and sponsorship – landmark venues

Organisation	Project	Venue	Value in kind
Australian Tattoo Arts Ltd	Sydney Tattoo convention	Sydney Town Hall	\$94,553
So They Can	So They Can – Sydney Gala Dinner 2026	Sydney Town Hall	\$2,306
The Ethics Centre	Festival of Dangerous Ideas presents Salman Rushdie	Sydney Town Hall	\$16,364
Total Q2	3		\$113,222
Total Q1	5		\$70,614¹
Total year to date	5		\$183,836¹

¹ Includes value in kind funding originally approved in previous financial year but with 2025/26 commitment

Table 4 – Q2 Venue hire support grants and sponsorship – community venues

Organisation	Project	Venue	Value in kind
Alcoholics Anonymous	Redfern Alcoholics Anonymous meeting	Redfern Town Hall	\$2,236
Arc @ UNSW Ltd	Kudos Emerging awards	Joynton Avenue Creative Centre Event Room	\$3,145
Artisans in the Park Sydney Inc	Artisans in the Park market	Harold Park Community Hall	\$1,304
Climate Writers (auspiced by Multicultural Leadership Initiative)	Climate Writers sessions	Redfern Community Centre	\$2,915
Code For Sydney	Code for Sydney	Darling Square Library Idea Space	\$2,096
DirtyFeet Ltd	DirtyFeet inclusive dance program	Glebe Town Hall	\$2,896
Disability Rocks Inc	Disability Rocks Inc	Abraham Mott Hall	\$7,388
FADISS t/a Family Drug Support	Stepping Stones	Tote Building	\$460
Fellowship Service Office Inc t/a Narcotics Anonymous Australia	Narcotics Anonymous meeting	Benledi House	\$1,153 ²
Heartfulness Institute Ltd	Heartfulness meditation at Customs House meeting room	Customs House Library	\$1,188
MustSee Shows Inc	Performance – Beautiful – The Carole King musical	East Sydney Community and Arts Centre	\$1,249
Organic Buyers Group Hub	Organic Buyers Group Hub weekly divvy	Ron Williams Community Centre	\$1,610
Sanon Sydney	Sanon Sydney F2F hybrid meeting	Redfern Oval Community Room	\$1,046
Sydney u3a Inc	Sydney u3a Inc courses & classes	Glebe Town Hall	\$4,824

² Grant awarded in previous financial year but with a 2025/26 commitment

Organisation	Project	Venue	Value in kind
Team Sydney Inc	Mardi Gras martial arts championships 2025	Ultimo Community Centre	\$1,989
Tracy Le	Table tennis reunion and celebrate Warren Gray	Ultimo Community Centre	\$444
Total Q2	16³		\$35,943⁴
Total Q1	2		\$8,640
Total year to date	18³		\$44,583⁴

³ Includes a grant originally approved in previous financial year but with 2025/26 commitment

⁴ Includes value in kind funding originally approved in previous financial year but with 2025/26 commitment

Major Legal Issues – Quarter 2 2025/26

LFD Homes Pty Ltd v Council of the City of Sydney

The appeal by the applicant against the refusal of the development application for the demolition of two boarding houses at 58-60 and 62-64 Selwyn Street, Paddington, was upheld on 4 December 2025. The Chief Judge of the Land and Environment Court held that the Commissioner made errors in the assessment of the financial viability of the boarding houses and the decision should be overturned with the City to pay costs. The appeal will return to the list in early 2026 to be relisted before Commissioner O'Neill to redetermine on a date to be determined.

Discount Compound Pharmacy Pty Limited v Council of the City of Sydney

This is a dispute between the City and a tenant in relation to the lease for the basement, ground floor and Level 1, 295-301 Pitt Street, Sydney. The tenant is significantly in arrears. An administrator has been appointed to the tenant and the insolvency proceedings are ongoing. The premises have been vacated and keys returned to the City. Orders were made by the Supreme Court on 13 November 2025 dismissing the proceedings commenced by the tenant and listing the City's cross-claim for directions on 12 June 2026. It is anticipated that the liquidation of the tenant will be finalised before that date.

Waterhouse and Greiner v Council of the City of Sydney and Transport for NSW

The complainants have lodged a disability discrimination claim in the Federal Court in relation to the island bus stops being constructed as part of the Oxford Street cycleway. The City filed a strikeout application in relation to defects in the applicants' statement of claim which was heard on 5 December 2025 before Justice Perry. Judgment is reserved.

International Travel Expenditure – Quarter 2 2025/26

The following provides details of overseas travel by councillors, council staff or other persons representing the City of Sydney, and overseas travel expenditure by the City.

Councillor / council officer	Destination	Purpose	Period of travel	Division	Expenditure description	Amount (\$)
Cr Robert Kok Councillor	Nagoya, Japan	Nagoya Festival and Sister City 45th Anniversary	Oct 2025	Councillor	Airfares	\$4,214
					Accommodation	\$2,495
					Incidentals	\$269
Cr Lyndon Gannon Councillor	Nagoya, Japan	Nagoya Festival and Sister City 45th Anniversary	Oct 2025	Councillor	Airfares	\$4,228
					Accommodation	\$3,132
					Incidentals	\$406
Karen Sweeney Urban Forest Manager	Christchurch, New Zealand	International Society of Arboriculture Conference	Oct 2025	City Services	Airfares	\$761
					Accommodation	\$942
					Incidentals	\$377
					Conference registration	\$1,174
Bridget Smyth City Architect/ Executive Manager, City Design & Public Art	Amsterdam, Netherlands	World Cities Cultural Forum Summit	Oct 2025	Chief Operations Office	Airfares	\$3,162
					Accommodation ¹	\$0
					Incidentals	\$516

¹ Cost paid by organiser

Councillor / council officer	Destination	Purpose	Period of travel	Division	Expenditure description	Amount (\$)
Sasha Baroni Executive Manager, Creative City	Amsterdam, Netherlands	World Cities Cultural Forum Summit	Oct 2025	City Life	Airfares	\$2,563
					Accommodation ²	\$0
					Incidentals	\$107
Cr Jess Miller Deputy Lord Mayor	Rio de Janeiro, Brazil	C40 World Mayors Summit	Oct-Nov 2025	Deputy Lord Mayor	Airfares ²	\$0
					Accommodation	\$655
					Incidentals	\$643
Julia Lipton Manager, Sustainability Programs	Rio de Janeiro, Brazil	C40 World Mayors Summit	Nov 2025	City Life	Airfares ²	\$0
					Accommodation ²	\$0
					Incidentals	\$0
Monica Barone Chief Executive Officer	London, England	Resilient Cities Forum	Dec 2025	Chief Executive Office	Airfares ²	\$0
					Accommodation	\$1,533
					Incidentals	\$685
Melinda Dewsnap Chief Resilience Officer	London, England	Resilient Cities Forum	Dec 2025	Strategic Development and Engagement	Airfares ²	\$0
					Accommodation	\$1,533
					Incidentals	\$661
Total						\$30,056

² Cost paid by organiser

Item 4.

Investments Held as at 31 December 2025

File No: X020701

Summary

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

The City's total Investment and Cash position was \$684.3M at 31 December 2025, with investments earning interest of \$2.7M for the month.

Annual CPI inflation was 3.8% in the 12 months to December 2025, up from a 3.4% rise in the 12 months to November 2025. The December 2025 CPI outcome means inflation is now above the RBA's target range of 2 to 3%. On 3 February 2026, the RBA Board raised interest rates to 3.85% in response to persistent inflation pressures. Both global and domestic economic conditions are likely to remain key determinants in shaping the Bank's policy decisions.

The City's cash and investments portfolio includes restricted funds in both internal (\$287.9M) and external (\$85.3M) cash reserves, to satisfy the City's legislative responsibilities, to set aside specific amounts for major initiatives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 Continuing the Vision, and to distribute contributions to Community Housing Providers. The unrestricted balance of cash and investments (\$311.1M) represents working capital, and funding required for the City's operating and capital expenditure commitments.

The City has known and projected commitments beyond amounts currently restricted, including much of its forward capital works program. The City's Long Term Financial Plan (LTFP) sets out details of the working capital, services, facilities, activities, capital works and acquisitions that will be funded by the City's accumulated cash and future revenue streams. Key commitments within the City's Long Term Financial Plan include ongoing asset renewals, public domain works in the CBD, infrastructure and community facilities in the Green Square urban renewal area and commercial property and open space acquisitions.

The City's investment portfolio returns are comparable to those of cash-managed funds available in the market. Market rates have risen following lift in the official interest rates by the Reserve Bank of Australia in early February 2026 and the expectation of future interest rate increases in the near term.

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

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

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

Recommendation

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

Attachments

- Attachment A.** Register of Investments and Cash as at 31 December 2025
- Attachment B.** Investment Performance as at 31 December 2025

Background

1. In accordance with the principles of sound financial management, cash that is surplus to the City's immediate requirements is invested within acceptable risk parameters to optimise interest income while ensuring the security of these funds.
2. Cash is only invested in authorised investments that comply with governing legislation and the City's Investment Policy and Strategy. The benchmark performance goal of the City's Investment Policy and Strategy is to surpass the 30 Days Bank Bill Rate (BBR) by 45 basis points while performance also continues to be measured against the Bloomberg AusBond Bank Bill Index.
3. The City's total Investment and Cash position as at 31 December 2025 was \$684.3M, a decrease of \$55M from 30 November 2025. The net decrease for the month of December is attributable to operational and capital works expenditure payments exceeding operating income receipts. A schedule detailing all the City's investments as at the end of December 2025 is provided at Attachment A.
4. The City achieved an annualised monthly return of 4.42% for December, which remains above the 30-Day Bank Bill Rate (BBR) of 3.55%, the latest AusBond Monthly Bank Bill Index of 3.72% and the enhanced benchmark of 4.00% (BBR + 0.45%).
5. The City uses an additional strategic benchmark rate to measure its investment performance by exceeding the 30-day benchmark returns, by at least 45 additional basis points (0.45% p.a.). The 45 basis point increase is based on observed historical average increased credit spreads (or margins) over bank bill rates on offer in relation to 30 to 90 day investments.

The City's annual rolling return of 4.49% continues to exceed the 12-month average 30 Day Bank Bill Rate of 3.80%, the latest AusBond 12 Month Average Bank Bill Index of 3.97% and the enhanced benchmark of 4.25% (BBR + 0.45%).

7. The benchmarks were endorsed in the revised Investment Strategy approved by Council in November 2025. The City aims to achieve returns equal to or above these benchmark rates for the period. However, this achievement remains secondary to the critical strategies of maintaining a prudent and conservative risk profile and ensuring adequate liquidity for operational purposes.
8. On 4 November 2025, the RBA Board left interest rates on hold at 3.60%, as widely expected. However, on 3 February 2026, the RBA Board lifted interest rates to 3.85% from 3.60% citing persistent inflationary pressure.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Risks

10. This investment approach is within the City's risk appetite, which states:

- The City has a responsibility to ensure that it has sufficient resources in the short, medium and long term to provide the levels of service that are both affordable and considered appropriate by the community.
- We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses.

Financial Implications

11. The City's investments earned interest of \$2.7M for the month of December 2025, higher than the monthly budgeted earnings of \$2.5M. The annual budget for interest income is \$30.4M and the annual forecast has been revised to \$33.3M, a favourable variance of \$2.9M.

Relevant Legislation

12. Council is authorised to invest its surplus cash under section 625 of the Local Government Act 1993.
13. The Local Government (General) Regulation 2021 (section 212) requires the City to provide a written monthly report of all monies invested, under section 625 of the Act.
14. The Investment Policy and Strategy was last revised in November 2025, maintaining Council's commitment to give preference to sustainable investments where returns and risks are equivalent to other investments.
15. The City's investments accord with the Minister's Investment Order, the Office of Local Government's Investment Policy Guidelines, and the City's own Investment Policy and Strategy as adopted by Council on 17 November 2025.

Critical Dates / Time Frames

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

Public Consultation

17. Consultation is regularly undertaken with a number of financial institutions and investment advisers to consider options and ensure the City continues to maximise its investment return within appropriate legislative and risk parameters. City staff meet regularly with representatives of the 'Big 4' banks and NSW TCorp. At these meetings City staff actively advocate for Socially Responsible Investment (SRI) opportunities.
18. The banks acknowledge the appetite in the market for these products, and they continue to investigate the development of suitable products, however it has been challenging to match the level of funds to available Socially Responsible Investment opportunities that meet the credit risk and maturity profile requirements of the City.

19. As noted in previous Investment Reports, Westpac were able to bring a Green Tailored Deposit product to market, which delivers a comparable return while achieving the City's preferred outcomes. The City currently holds \$135.0M in 27 tranches with this Green Tailored deposit.
20. The City currently holds \$4.5M in a sustainability bond/FRN with Bank Australia invested in February 2023 and due to mature on 22 February 2027. This is based on an investment framework that is in line with the 2021 versions of the ICMA Green Bond Principles (GBP), Social Bond Principles (SBP) and Sustainability Bond Guidelines (SBG). This Socially Responsible investment opportunity meets both the credit risk and maturity profile requirements of the City.
21. Since March 2025 the City has invested \$20M in a new product – a Social Tailored Deposit with Westpac which aligns with the Socially Responsible Investment principles set out in the City's Investment Policy. The City of Sydney is one of three cornerstone investors in this product. It has been independently certified to meet the International Capital Market Association (ICMA) Social Bond Principles while not compromising its credit risk. These Social Tailored Deposits are associated with a defined pool of eligible assets which may include affordable housing, public education and/or healthcare assets along with transport services to disadvantaged areas. These investments are independently certified annually.
22. As per the investment policy and strategy endorsed by Council in November 2025, the City continues to explore opportunities for supporting environmentally and socially responsible investments within these constraints. The City will continue to encourage and give preference to these investments where they comply with the Ministerial Investment Order and satisfy the Council's policy and investment objectives. The investment climate is changing over time, and the City notes that many large-scale renewable projects are expected to evolve, which may result in additional sustainable investment offers in the medium-to-date long term.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

Register of Investments and Cash as at 31 December 2025

Register of Investments and Cash for December 2025 period										
Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)	
Call Account & General Fund										
Westpac Bank- General Fund (Interest bearing)	AA-	16,954,461.10	16,954,461.10	0.30%	3.60%	3.60%	1-Jan-26	31-Dec-25	0	
Commonwealth Bank	AA-	16,431,069.22	16,431,069.22	0.29%	3.50%	3.50%	1-Jan-26	31-Dec-25	0	
Total		33,385,530.32	33,385,530.32	0.30%	3.55%	3.55%				
Term Deposits (TD)										
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.36%	4.35%	4.35%	2-Jan-26	6-Jun-25	7	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.40%	4.76%	4.76%	6-Jan-26	31-Jan-25	11	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	9-Jan-26	22-Jan-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	13-Jan-26	3-Feb-25	11	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	16-Jan-26	22-Jan-25	12	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	20-Jan-26	3-Feb-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	23-Jan-26	4-Feb-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.75%	4.75%	27-Jan-26	5-Feb-25	12	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.56%	4.56%	30-Jan-26	14-Apr-25	10	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.52%	4.52%	3-Feb-26	22-Apr-25	9	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.58%	4.58%	6-Feb-26	23-Apr-25	9	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.70%	4.70%	10-Feb-26	5-Mar-25	11	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	13-Feb-26	2-May-25	9	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	17-Feb-26	4-Mar-25	11	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	20-Feb-26	28-Feb-25	12	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Feb-26	27-Feb-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	6-Mar-26	19-Feb-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	10-Mar-26	18-Feb-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	13-Mar-26	17-Feb-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	17-Mar-26	17-Feb-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	20-Mar-26	20-Feb-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	24-Mar-26	25-Feb-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	24-Mar-26	27-Mar-24	24	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Mar-26	26-Feb-25	13	
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	2-Apr-26	2-Sep-25	7	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	17-Apr-26	19-Mar-25	13	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	21-Apr-26	19-Mar-25	13	
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.36%	4.35%	4.35%	8-May-26	8-May-25	12	
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.37%	4.38%	4.38%	19-May-26	19-May-25	12	
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.37%	4.38%	4.38%	22-May-26	19-May-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.16%	4.16%	26-May-26	21-May-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.18%	4.18%	2-Jun-26	26-May-25	12	
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.35%	4.18%	4.18%	5-Jun-26	30-May-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	26-Jun-26	10-Jun-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	3-Jul-26	11-Jun-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	7-Jul-26	11-Jun-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	10-Jul-26	11-Jun-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	21-Jul-26	12-Jun-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.14%	24-Jul-26	13-Jun-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	7-Aug-26	29-Aug-25	11	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	1-Sep-26	3-Sep-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	4-Sep-26	3-Sep-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.10%	4.10%	8-Sep-26	4-Sep-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	11-Sep-26	2-Sep-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	2-Oct-26	14-Oct-25	12	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	9-Oct-26	22-Sep-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	13-Oct-26	22-Sep-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	16-Oct-26	25-Sep-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	20-Oct-26	25-Sep-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	23-Oct-26	26-Sep-25	13	
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	10-Nov-26	23-Oct-25	13	
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.17%	4.17%	13-Nov-26	28-Oct-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.17%	4.17%	19-Nov-26	28-Oct-25	13	
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.28%	4.28%	24-Nov-26	11-Nov-25	12	
ING Bank	A+	5,000,000.00	5,000,000.00	0.36%	4.35%	4.35%	27-Nov-26	13-Nov-25	12	
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	4-Dec-26	21-Nov-25	12	
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.36%	4.37%	4.37%	8-Dec-26	24-Nov-25	12	
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.31%	4.31%	11-Dec-26	25-Nov-25	12	
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.37%	4.39%	4.39%	15-Dec-26	28-Nov-25	13	
Commonwealth Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.50%	4.50%	18-Dec-26	1-Dec-25	13	
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.37%	4.43%	4.43%	18-Dec-26	2-Dec-25	12	
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.38%	4.50%	4.50%	5-Jan-27	5-Dec-25	13	
Westpac Banking Corporation - Tailored Deposit - (3 Month BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.36%	4.28%	4.49%	24-Apr-26	7-Apr-25	13	
Westpac Banking Corporation (0.71% Fixed 2 years & 90 days BBSW + 50 points)	AA-	5,000,000.00	5,000,000.00	0.35%	4.22%	4.39%	18-Jun-26	18-Jun-21	60	
Term Deposits (TD) 'Social Tailored Deposits'										
Westpac Banking Corporation - Social Deposit: (3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.51%	7-Apr-26	17-Mar-25	13	
Westpac Banking Corporation - Social Deposit: (3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.51%	10-Apr-26	17-Mar-25	13	
Westpac Banking Corporation - Social Deposit: (3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.40%	4.50%	14-Apr-26	18-Mar-25	13	
Westpac Banking Corporation - Social Deposit: (3 Month BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.57%	28-Apr-26	9-Apr-25	13	

Register of Investments and Cash for December 2025 period										
Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)	
Term Deposits (TD) 'Green Tailored Deposits'										
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.53%	1-May-26	5-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.53%	5-May-26	5-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.50%	12-May-26	16-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.34%	4.12%	4.12%	9-Jun-26	3-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.34%	4.07%	4.07%	12-Jun-26	5-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.41%	16-Jun-26	6-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.42%	3-Jul-26	10-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.44%	14-Jul-26	11-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.44%	17-Jul-26	11-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	7-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	11-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	14-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.38%	4.50%	4.45%	18-Aug-26	9-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	21-Aug-26	18-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	25-Aug-26	18-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.39%	15-Sep-26	5-Sep-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.39%	18-Sep-26	5-Sep-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.39%	23-Sep-26	5-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.48%	4.43%	25-Sep-26	16-Sep-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 72 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	6-Oct-26	19-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 71 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.44%	4.41%	30-Oct-26	26-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 70 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.39%	3-Nov-26	29-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 70 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.41%	6-Nov-26	30-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - Semi Annual Interest	AA-	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	17-Nov-26	7-Nov-25	12	
Westpac Banking Corporation - Green Tailored Deposit - Semi Annual Interest	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.39%	1-Dec-26	17-Nov-25	12	
Westpac Banking Corporation - Green Tailored Deposit -(4.98% fixed 1 year & 3 months BBSW +78 bps 2 years)	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.66%	2-Apr-27	3-Apr-24	36	
Total		475,000,000.00	475,000,000.00	0.37%	4.42%	4.43%				
Floating Rate Notes (FRN)										
Suncorp Bank (90 days BBSW + 45 points)	AA-	2,100,000.00	2,100,000.00	0.34%	4.11%	4.32%	24-Feb-26	24-Feb-21	60	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 63 points)	BBB+	5,000,000.00	5,000,000.00	0.36%	4.33%	4.57%	4-Mar-26	4-Mar-21	60	
Bendigo & Adelaide Bank (90 days BBSW + 125 points)	A-	4,500,000.00	4,500,000.00	0.41%	4.90%	5.17%	15-May-26	15-May-23	36	
Suncorp Bank (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.68%	4.96%	18-May-26	18-May-23	36	
Bendigo & Adelaide Bank (90 days BBSW + 65 points)	A-	5,000,000.00	5,000,000.00	0.36%	4.37%	4.58%	18-Jun-26	18-Jun-21	60	
Macquarie Bank (3 months BBSW + 85 points)	A+	4,000,000.00	4,000,000.00	0.38%	4.53%	4.79%	14-Sep-26	14-Sep-23	36	
Suncorp Bank (90 days BBSW + 48 points)	AA-	3,750,000.00	3,750,000.00	0.35%	4.16%	4.42%	15-Sep-26	15-Sep-21	60	
Bank of Queensland (90 days BBSW + 80 points)	BBB+	3,000,000.00	3,000,000.00	0.36%	4.30%	4.70%	27-Oct-26	27-Oct-21	60	
Commonwealth Bank (3 month BBSW + 70 points)	AA-	3,250,000.00	3,250,000.00	0.35%	4.25%	4.65%	14-Jan-27	14-Jan-22	60	
Westpac Banking Corporation (90 days BBSW + 70 points)	AA-	3,900,000.00	3,900,000.00	0.35%	4.20%	4.60%	25-Jan-27	18-Jan-22	60	
Suncorp Bank (90 days BBSW + 78 points)	AA-	4,500,000.00	4,500,000.00	0.36%	4.28%	4.68%	25-Jan-27	17-Jan-22	60	
Great Southern Bank (3months BBSW + 165 points)	BBB+	2,500,000.00	2,500,000.00	0.44%	5.30%	5.58%	9-Feb-27	9-Feb-23	48	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 100 points)	BBB+	2,250,000.00	2,250,000.00	0.39%	4.65%	4.93%	10-Feb-27	3-Feb-22	60	
National Australia Bank (90 days BBSW + 72 points)	AA-	4,000,000.00	4,000,000.00	0.36%	4.37%	4.59%	25-Feb-27	25-Feb-22	60	
ING Bank - (3 months BBSW + 95 points)	A+	1,500,000.00	1,500,000.00	0.39%	4.69%	4.88%	22-Mar-27	22-Mar-24	36	
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.61%	4.90%	12-May-27	12-May-22	60	
Bendigo and Adelaide Bank (90 days BBSW + 100 points)	A-	2,000,000.00	2,000,000.00	0.39%	4.64%	4.93%	14-May-27	14-May-24	36	
Westpac Banking Corporation (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.69%	4.92%	20-May-27	20-May-22	60	
Suncorp Bank (3 months BBSW + 110 points)	AA-	3,750,000.00	3,750,000.00	0.40%	4.76%	4.97%	24-May-27	24-Nov-23	42	
National Australia Bank (3 months BBSW + 73 points)	AA-	4,000,000.00	4,000,000.00	0.35%	4.22%	4.64%	18-Oct-27	18-Oct-24	36	
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.39%	4.67%	4.99%	1-Nov-27	1-Nov-24	36	
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.40%	4.86%	5.16%	4-Nov-27	4-Nov-22	60	
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.88%	5.16%	11-Nov-27	11-Nov-22	60	
National Australia Bank (90 days BBSW + 120 points)	AA-	4,200,000.00	4,200,000.00	0.40%	4.85%	5.07%	25-Nov-27	25-Nov-22	60	
Suncorp Bank (3months BBSW + 125points)	AA-	2,700,000.00	2,700,000.00	0.41%	4.93%	5.20%	14-Dec-27	14-Dec-22	60	
ANZ Bank (90 days BBSW + 106 points)	AA-	4,000,000.00	4,000,000.00	0.40%	4.80%	4.98%	31-Mar-28	31-Mar-23	60	
National Australia Bank (3 months BBSW + 78 points)	AA-	2,500,000.00	2,500,000.00	0.36%	4.33%	4.46%	14-Apr-28	14-May-25	35	
Suncorp Bank (3 months BBSW + 105 points)	AA-	3,000,000.00	3,000,000.00	0.39%	4.66%	5.02%	12-Jul-28	12-Jul-23	60	
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.38%	4.60%	4.86%	17-Aug-28	17-Aug-23	60	
ANZ Bank (90 days BBSW + 93 points)	AA-	3,500,000.00	3,500,000.00	0.39%	4.62%	4.87%	11-Sep-28	11-Sep-23	60	
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A-	1,500,000.00	1,500,000.00	0.37%	4.46%	4.86%	24-Oct-28	24-Oct-24	48	
Great Southern Bank (3months BBSW + 93 points)	BBB+	4,200,000.00	4,200,000.00	0.38%	4.57%	4.57%	3-Nov-28	3-Nov-25	36	
National Australia Bank (3 months BBSW + 103 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.68%	4.94%	16-Nov-28	16-Nov-23	60	
Bank of Queensland (90 days BBSW + 77 points)	A-	4,000,000.00	4,000,000.00	0.37%	4.41%	4.41%	20-Nov-28	20-Nov-25	36	
Bank Australia (3months BBSW + 103 points)	BBB+	4,000,000.00	4,000,000.00	0.39%	4.70%	4.70%	27-Nov-28	27-Nov-25	36	
Westpac Banking Corporation (3 months BBSW + 100 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.56%	4.95%	15-Jan-29	15-Jan-24	60	
ANZ Bank (90 days BBSW + 96 points)	AA-	3,500,000.00	3,500,000.00	0.38%	4.59%	4.91%	5-Feb-29	5-Feb-24	60	
National Australia Bank (3 months BBSW + 90 points)	AA-	3,500,000.00	3,500,000.00	0.39%	4.64%	4.83%	22-Mar-29	22-Mar-24	60	
ANZ Bank (90 days BBSW + 86 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.58%	4.79%	18-Jun-29	18-Jun-24	60	
ING Bank (90 days BBSW + 102 points)	A+	4,500,000.00	4,500,000.00	0.39%	4.66%	4.89%	20-Aug-29	20-Aug-24	60	
Suncorp Bank (3 months BBSW + 92 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.65%	4.84%	27-Sep-29	27-Sep-24	60	
National Australia Bank (3 months BBSW + 82 points)	AA-	2,750,000.00	2,750,000.00	0.37%	4.46%	4.75%	14-Nov-29	14-Nov-24	60	
Commonwealth Bank (3 month BBSW + 84 points)	AA-	2,000,000.00	2,000,000.00	0.37%	4.43%	4.77%	9-Jan-30	9-Jan-25	60	
Newcastle Permanent Building Society (90 days BBSW + 125 points)	BBB+	4,000,000.00	4,000,000.00	0.39%	4.73%	5.11%	21-Jan-30	21-Jan-25	60	
National Australia Bank (3 months BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.56%	4.61%	18-Mar-30	18-Mar-25	60	
Suncorp Bank (3 months BBSW + 93 points)	AA-	1,800,000.00	1,800,000.00	0.38%	4.58%	4.59%	21-May-30	21-May-25	60	
ING Bank - (3 months BBSW + 95 points)	A+	3,200,000.00	3,200,000.00	0.39%	4.63%	4.61%	13-Jun-30	13-Jun-25	60	
Westpac Banking Corporation (90 days BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.55%	4.47%	19-Jun-30	19-Jun-25	60	
Suncorp Bank (3 months BBSW + 80 points)	AA-	3,200,000.00	3,200,000.00	0.37%	4.47%	4.47%	2-Dec-30	2-Dec-25		
Floating Rate Notes (FRN) 'Green/Climate Bonds/Sustainability Bond'										
Bank Australia - Sustainability Bond (3months BBSW + 155 points)	BBB+	4,500,000.00	4,500,000.00	0.43%	5.21%	5.42%	22-Feb-27	22-Feb-23	48	
Total		175,950,000.00	175,950,000.00	0.38%	4.59%	4.82%				
Total Investments		684,335,530.32	684,335,530.32	0.37%	4.42%	4.49%				
Benchmark: 30 Day Bank Bill Index				0.30%	3.55%	3.80%				
Benchmark: Bloomberg AusBond Bank Bill Index				0.31%	3.72%	3.97%				
TOTAL INVESTMENTS & CASH		684,335,530.32	684,335,530.32							
Note:										
Total Investments & cash- as per investment report		684,335,530.32								
IGS Sinking Fund Balance - as at December 2025		2,804,593.01								
Net reconciling amount - closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		-171,416.46								
Total Investments & cash - as per general ledger balance		686,968,706.87								

Summary of Net Investment Movements - December 2025

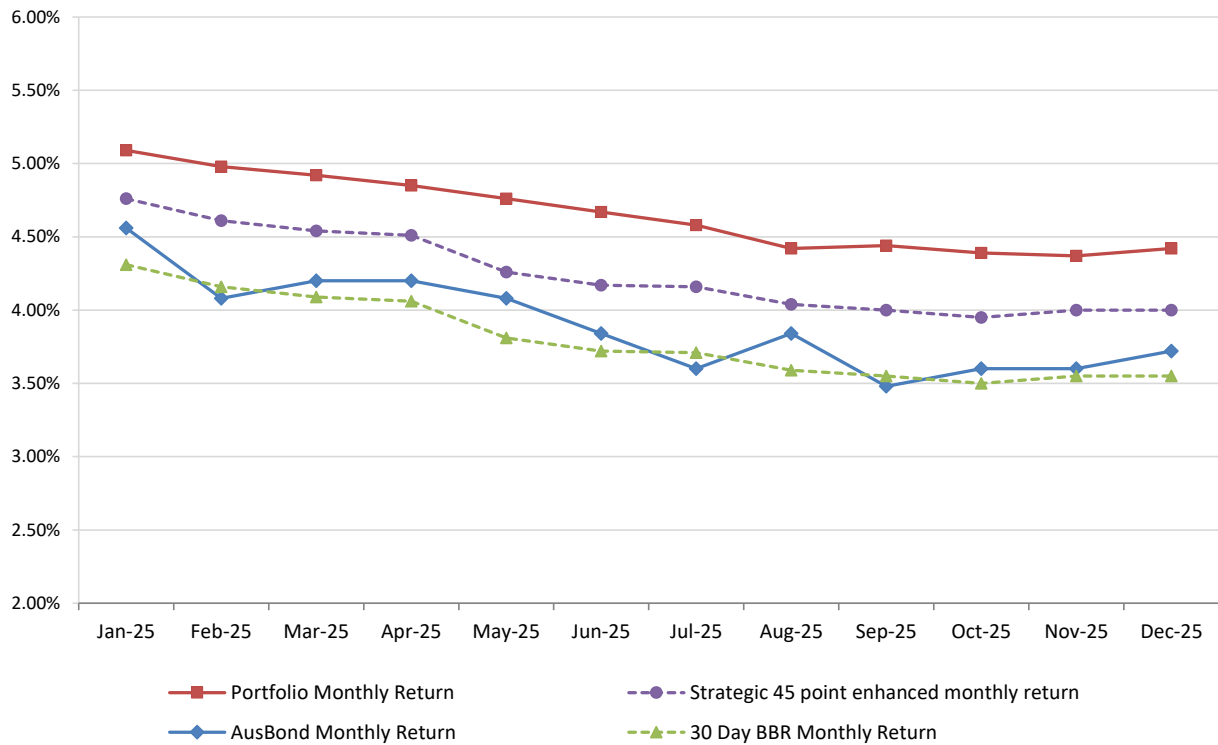
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Commonwealth Bank -Call Account	AA-	(14,900,000)	Funds from General fund and call account utilised for operational purposes.
Westpac Banking Corporation - General Fund Account	AA-	(14,350,000)	
<u>Term Deposits (TDs)</u>			
Bank of Queensland	A-	(20,000,000)	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Suncorp Bank	AA-	(5,000,000)	
Westpac Banking Corporation	AA-	(10,000,000)	
Commonwealth Bank	AA-	5,000,000	Redeemed matured investments and any additional income received, placed in higher yielding term deposits.
Great Southern Bank	BBB+	5,000,000	
Rabobank Australia	A	5,000,000	
<u>Floating Rate Notes (FRNs)</u>			
Great Southern Bank	BBB+	(4,000,000)	Redeemed matured investments and additional income placed in higher yielding investments.
Macquarie Bank Ltd	A+	(5,000,000)	
Suncorp Bank	AA-	3,200,000	

Attachment B

**Investment Performance
as at 31 December 2025**

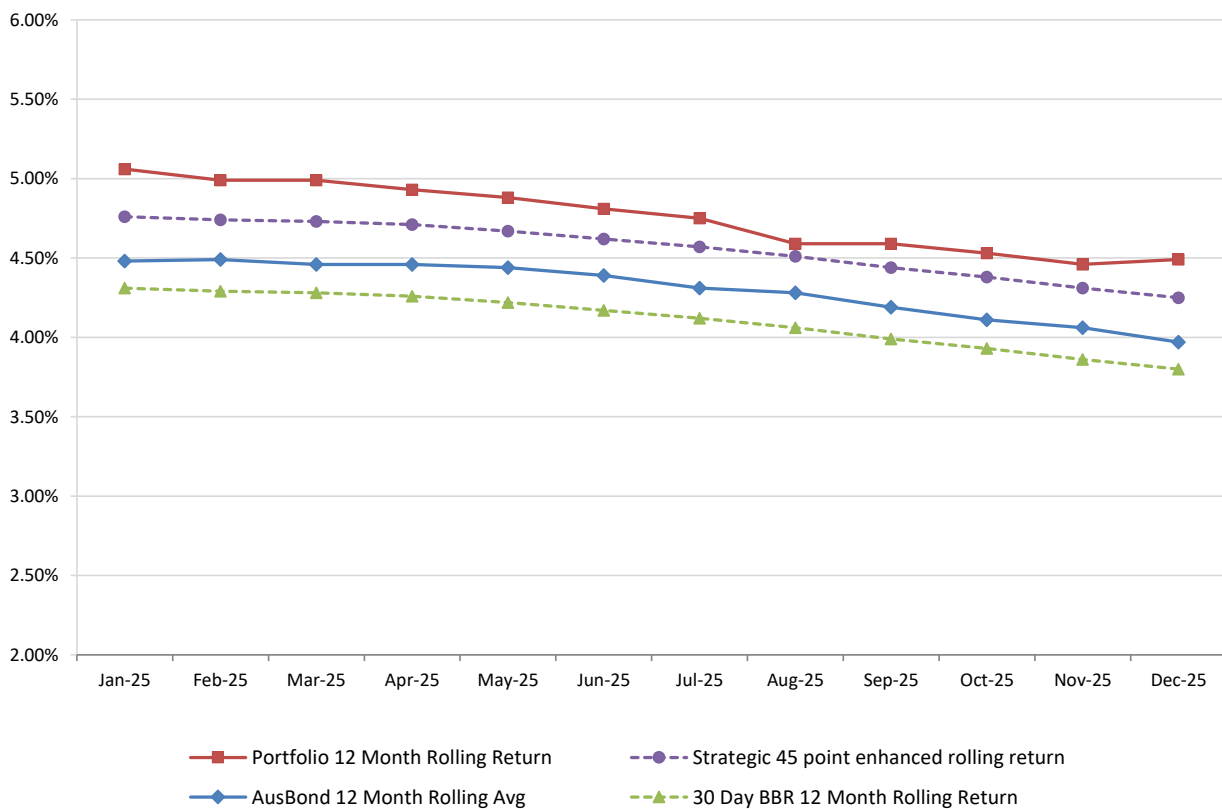
Monthly Results

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

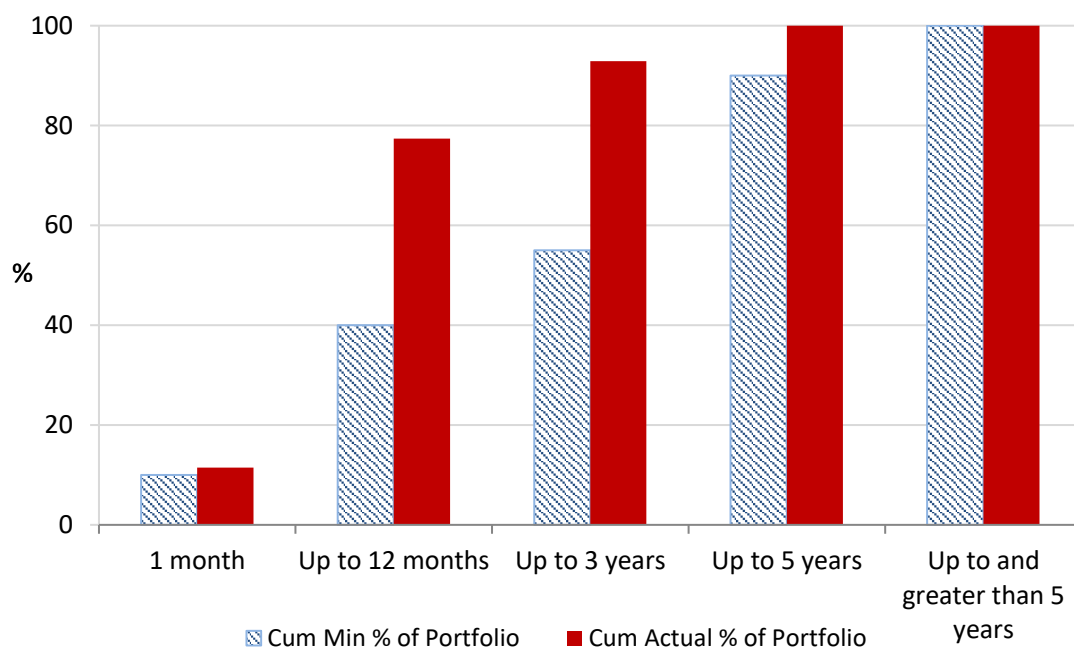


12 Month Rolling Averages

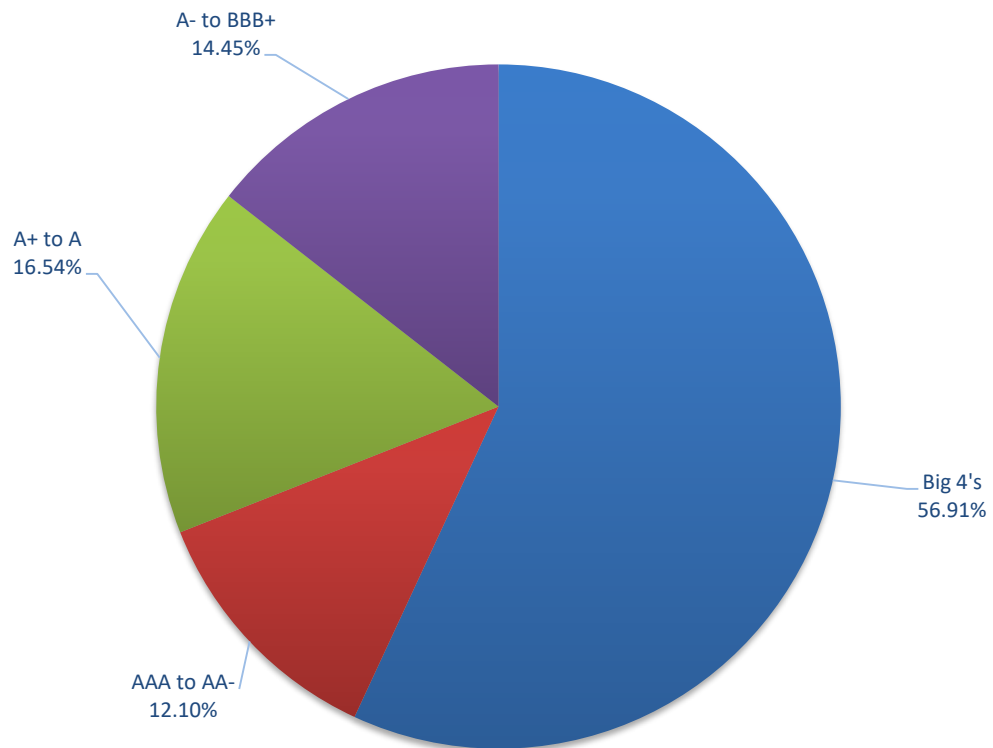
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark
December 2025



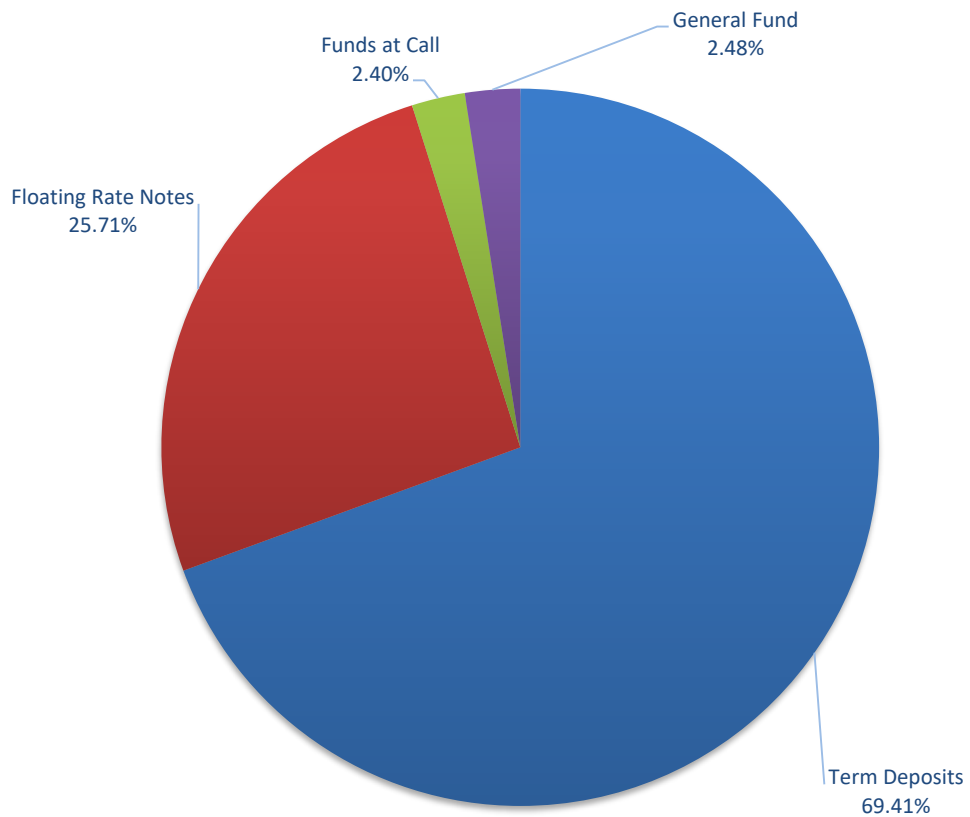
Portfolio Liquidity - Minimum Allocations as at 31 December 2025



Risk Profile as at 31 December 2025



Risk Profile as at 31 December 2025



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION				
as at 31 December 2025				
Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank's	ANZ Bank	23.0	3.4	
	Commonwealth Bank	29.7	4.3	
	National Australia Bank	119.0	17.4	
	Westpac Banking Corporation	217.9	31.8	
Big 4 Total		389.5		56.9
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	8.5	1.2	
	Bank of Queensland	47.0	6.9	
	Bendigo & Adelaide Bank	13.0	1.9	
	Great Southern Bank (formerly Credit Union Australia)	19.1	2.8	
	ING Bank	84.2	12.3	
	Suncorp Bank	82.8	12.1	
	Macquarie Bank Ltd	4.0	0.6	
	Rabobank Australia	25.0	3.7	
	Newcastle Greater Mutual Group Ltd	11.3	1.6	
Other ADI Total		294.9		43.1
Grand Total		684.3	100.0	100.0

Note:

Suncorp Bank was acquired by the ANZ Group and is now a subsidiary, but it operates alongside the parent company .

However, the "Big 4" banking group remains unchanged with Commonwealth Bank, Westpac, NAB, and ANZ. Suncorp Bank is excluded for the purposes of this "Big 4" attribution, in line with industry practice.

However, Suncorp's credit rating was upgraded to AA- to align with ANZ's rating after ANZ acquired Suncorp Bank.

Item 5.

Investments Held as at 31 January 2026

File No: X020701

Summary

This report provides details of the City's investment portfolio and performance to 31 January 2026.

The City's total Investment and Cash position was \$669.8M at 31 January 2026, with investments earning interest of \$2.5M for the month.

Annual CPI inflation was 3.8% in the 12 months to December 2025, up from a 3.4% rise in the 12 months to November 2025. The December 2025 CPI outcome means inflation is now above the RBA's target range of 2 to 3%. On 3 February 2026, the RBA Board raised interest rates to 3.85% in response to persistent inflation pressures. Both global and domestic economic conditions are likely to remain key determinants in shaping the Bank's policy decisions.

The City's cash and investments portfolio includes restricted funds in both internal (\$287.9M) and external (\$85.3M) cash reserves, to satisfy the City's legislative responsibilities, to set aside specific amounts for major initiatives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 Continuing the Vision, and to distribute contributions to Community Housing Providers. The unrestricted balance of cash and investments (\$296.6M) represents working capital, and funding required for the City's operating and capital expenditure commitments.

The City has known and projected commitments beyond amounts currently restricted, including much of its forward capital works program. The City's Long Term Financial Plan (LTFP) sets out details of the working capital, services, facilities, activities, capital works and acquisitions that will be funded by the City's accumulated cash and future revenue streams. Key commitments within the City's Long Term Financial Plan include ongoing asset renewals, public domain works in the CBD, infrastructure and community facilities in the Green Square urban renewal area and commercial property and open space acquisitions.

The City's investment portfolio returns are comparable to those of cash-managed funds available in the market. Market rates have risen following lift in the official interest rates by the Reserve Bank of Australia in early February 2026 and the expectation of future interest rate increases in the near term.

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

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

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

Recommendation

It is resolved that the Investment Report as at 31 January 2026 be received and noted.

Attachments

- Attachment A.** Register of Investments and Cash as at 31 January 2026
- Attachment B.** Investment Performance as at 31 January 2026

Background

1. In accordance with the principles of sound financial management, cash that is surplus to the City's immediate requirements is invested within acceptable risk parameters to optimise interest income while ensuring the security of these funds.
2. Cash is only invested in authorised investments that comply with governing legislation and the City's Investment Policy and Strategy. The benchmark performance goal of the City's Investment Policy and Strategy is to surpass the 30 Days Bank Bill Rate (BBR) by 45 basis points while performance also continues to be measured against the Bloomberg AusBond Bank Bill Index.
3. The City's total Investment and Cash position as at 31 January 2026 was \$669.8M, a decrease of \$14.5M from 31 December 2025. The net decrease for the month of January is attributable to operational and capital works expenditure payments exceeding operating income receipts. A schedule detailing all the City's investments as at the end of January 2026 is provided at Attachment A.
4. The City achieved an annualised monthly return of 4.39% for January, which remains above the 30-Day Bank Bill Rate (BBR) of 3.59%, the latest AusBond Monthly Bank Bill Index of 3.60% and the enhanced benchmark of 4.04% (BBR + 0.45%).
5. Since 2015, the City has utilised an additional strategic benchmark rate to measure its investment performance by exceeding the 30 day benchmark returns, by at least 45 additional basis points (0.45% p.a.). The 45 basis point increase is based on observed historical average increased credit spreads (or margins) over bank bill rates on offer in relation to 30 to 90 day investments.
6. The City's annual rolling return of 4.46% continues to exceed the 12-month average 30 Day Bank Bill Rate of 3.74%, the latest AusBond 12 Month Average Bank Bill Index of 3.90% and the enhanced benchmark of 4.19% (BBR + 0.45%).
7. The benchmarks were endorsed in the revised Investment Strategy approved by Council in November 2025. The City aims to achieve returns equal to or above these benchmark rates for the period. However, this achievement remains secondary to the critical strategies of maintaining a prudent and conservative risk profile and ensuring adequate liquidity for operational purposes.
8. On 3 February 2026, the RBA Board lifted interest rates to 3.85% from 3.60% citing persistent inflationary pressure.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Risks

10. This investment approach is within the City's risk appetite, which states:
 - The City has a responsibility to ensure that it has sufficient resources in the short, medium and long term to provide the levels of service that are both affordable and considered appropriate by the community.
 - We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses.

Financial Implications

11. The City's investments earned interest of \$2.5M for the month of January 2026, in line with the monthly budgeted earnings of \$2.5M. The annual budget for interest income is \$30.4M and the annual forecast has been revised to \$33.3M, a favourable variance of \$2.9M.

Relevant Legislation

12. Council is authorised to invest its surplus cash under section 625 of the Local Government Act 1993.
13. The Local Government (General) Regulation 2021 (section 212) requires the City to provide a written monthly report of all monies invested, under section 625 of the Act.
14. The Investment Policy and Strategy was last revised in November 2025, maintaining Council's commitment to give preference to sustainable investments where returns and risks are equivalent to other investments.
15. The City's investments accord with the Minister's Investment Order, the Office of Local Government's Investment Policy Guidelines, and the City's own Investment Policy and Strategy as adopted by Council on 17 November 2025.

Critical Dates / Time Frames

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

Public Consultation

17. Consultation is regularly undertaken with a number of financial institutions and investment advisers to consider options and ensure the City continues to maximise its investment return within appropriate legislative and risk parameters. City staff meet regularly with representatives of the 'Big 4' banks and NSW TCorp. At these meetings City staff actively advocate for Socially Responsible Investment (SRI) opportunities.
18. The banks acknowledge the appetite in the market for these products, and they continue to investigate the development of suitable products, however it has been challenging to match the level of funds to available Socially Responsible Investment opportunities that meet the credit risk and maturity profile requirements of the City.
19. As noted in previous Investment Reports, Westpac were able to bring a Green Tailored Deposit product to market, which delivers a comparable return while achieving the City's preferred outcomes. The City currently holds \$135.0M in 27 tranches with this Green Tailored deposit.
20. The City currently holds \$4.5M in a sustainability bond/FRN with Bank Australia invested in February 2023 and due to mature on 22 February 2027. This is based on an investment framework that is in line with the 2021 versions of the ICMA Green Bond Principles (GBP), Social Bond Principles (SBP) and Sustainability Bond Guidelines (SBG). This Socially Responsible investment opportunity meets both the credit risk and maturity profile requirements of the City.
21. Since March 2025 the City has invested \$20M in a new product - a Social Tailored Deposit with Westpac which aligns with the Socially Responsible Investment principles set out in the City's Investment Policy. The City of Sydney is one of three cornerstone investors in this product. It has been independently certified to meet the International Capital Market Association (ICMA) Social Bond Principles while not compromising its credit risk. These Social Tailored Deposits are associated with a defined pool of eligible assets which may include affordable housing, public education and/or healthcare assets along with transport services to disadvantaged areas. These investments are independently certified annually.
22. As per the investment policy and strategy endorsed by Council in November 2025, the City continues to explore opportunities for supporting environmentally and socially responsible investments within these constraints. The City will continue to encourage and give preference to these investments where they comply with the Ministerial Investment Order and satisfy the Council's policy and investment objectives. The investment climate is changing over time, and the City notes that many large-scale renewable projects are expected to evolve, which may result in additional sustainable investment offers in the medium-to-date long term.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

**Register of Investments and Cash
as at 31 January 2026**

Register of Investments and Cash for January 2026 period

Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)
Call Account & General Fund									
Westpac Bank- General Fund (Interest bearing)	AA-	16,508,625.28	16,508,625.28	0.30%	3.60%	3.60%	1-Feb-26	31-Jan-26	0
Commonwealth Bank	AA-	29,512,376.27	29,512,376.27	0.29%	3.50%	3.50%	1-Feb-26	31-Jan-26	0
Total		46,021,001.55	46,021,001.55	0.29%	3.54%	3.54%			
Term Deposits (TD)									
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.40%	4.79%	4.79%	8-Jan-27	30-Jan-26	11
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.40%	4.79%	4.79%	12-Jan-27	30-Jan-26	11
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.40%	4.78%	4.78%	29-Jan-27	28-Jan-26	12
Commonwealth Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.50%	4.50%	18-Dec-26	1-Dec-25	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.37%	4.43%	4.43%	18-Dec-26	2-Dec-25	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.38%	4.50%	4.50%	5-Jan-27	5-Dec-25	13
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.52%	4.52%	3-Feb-26	22-Apr-25	9
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.38%	4.58%	4.58%	6-Feb-26	23-Apr-25	9
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.70%	4.70%	10-Feb-26	5-Mar-25	11
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	13-Feb-26	2-May-25	9
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	17-Feb-26	4-Mar-25	11
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	20-Feb-26	28-Feb-25	12
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Feb-26	27-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	6-Mar-26	19-Feb-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	10-Mar-26	18-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	13-Mar-26	17-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	17-Mar-26	17-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.81%	4.81%	20-Mar-26	20-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.40%	4.80%	4.80%	24-Mar-26	25-Feb-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.96%	4.96%	24-Mar-26	27-Mar-24	24
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.39%	4.63%	4.63%	27-Mar-26	26-Feb-25	13
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	2-Apr-26	2-Sep-25	7
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	17-Apr-26	19-Mar-25	13
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.39%	4.71%	4.71%	21-Apr-26	19-Mar-25	13
Suncorp Bank	AA-	5,000,000.00	5,000,000.00	0.36%	4.35%	4.35%	8-May-26	8-May-25	12
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.37%	4.38%	4.38%	19-May-26	19-May-25	12
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.37%	4.38%	4.38%	22-May-26	19-May-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.16%	4.16%	26-May-26	21-May-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.18%	4.18%	2-Jun-26	26-May-25	12
Westpac Banking Corporation	AA-	5,000,000.00	5,000,000.00	0.35%	4.18%	4.18%	5-Jun-26	30-May-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	26-Jun-26	10-Jun-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	3-Jul-26	11-Jun-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	7-Jul-26	11-Jun-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.20%	4.20%	10-Jul-26	11-Jun-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	21-Jul-26	12-Jun-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.14%	24-Jul-26	13-Jun-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	7-Aug-26	29-Aug-25	11
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	1-Sep-26	3-Sep-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	4-Sep-26	3-Sep-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.10%	4.10%	8-Sep-26	4-Sep-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	11-Sep-26	2-Sep-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	2-Oct-26	14-Oct-25	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	9-Oct-26	22-Sep-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.15%	4.15%	13-Oct-26	22-Sep-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	16-Oct-26	25-Sep-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	20-Oct-26	25-Sep-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.35%	4.25%	4.25%	23-Oct-26	26-Sep-25	13
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.34%	4.05%	4.05%	10-Nov-26	23-Oct-25	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.17%	4.17%	13-Nov-26	28-Oct-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.35%	4.17%	4.17%	19-Nov-26	28-Oct-25	13
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.28%	4.28%	24-Nov-26	11-Nov-25	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.36%	4.35%	4.35%	27-Nov-26	13-Nov-25	12
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	4-Dec-26	21-Nov-25	12
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.36%	4.37%	4.37%	8-Dec-26	24-Nov-25	12
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.36%	4.31%	4.31%	11-Dec-26	25-Nov-25	12
Rabobank Australia	A	5,000,000.00	5,000,000.00	0.37%	4.39%	4.39%	15-Dec-26	28-Nov-25	13
Westpac Banking Corporation - Tailored Deposit - (3 Month BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.36%	4.28%	4.49%	24-Apr-26	7-Apr-25	13
Westpac Banking Corporation (0.71% Fixed 2 years & 90 days BBSW + 50 points)	AA-	5,000,000.00	5,000,000.00	0.35%	4.22%	4.39%	18-Jun-26	18-Jun-21	60
Term Deposits (TD) 'Social Tailored Deposits'									
Westpac Banking Corporation - Social Deposit- (3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.51%	7-Apr-26	17-Mar-25	13
Westpac Banking Corporation - Social Deposit-(3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.51%	10-Apr-26	17-Mar-25	13
Westpac Banking Corporation - Social Deposit-(3 Month BBSW + 68 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.40%	4.50%	14-Apr-26	18-Mar-25	13
Westpac Banking Corporation - Social Deposit -(3 Month BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.57%	28-Apr-26	9-Apr-25	13

Register of Investments and Cash for January 2026 period										
Institution	Rating	Face Value \$	Amortised Value \$	Monthly Net Returns	Monthly Net Return Annualised	Net Returns Rolling 12 Months	Maturity Date	Investment Date	Term (months)	
Term Deposits (TD) 'Green Tailored Deposits'										
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.53%	1-May-26	5-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.53%	5-May-26	5-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.50%	12-May-26	16-May-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 78 points)	AA-	5,000,000.00	5,000,000.00	0.34%	4.12%	4.12%	9-Jun-26	3-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.34%	4.07%	4.07%	12-Jun-26	5-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.41%	16-Jun-26	6-Jun-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.41%	23-Jun-26	6-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.42%	3-Jul-26	10-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.44%	14-Jul-26	11-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.42%	4.44%	17-Jul-26	11-Jun-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	7-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	11-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.38%	14-Aug-26	29-Aug-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.38%	4.50%	4.45%	18-Aug-26	9-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	21-Aug-26	18-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	25-Aug-26	18-Sep-25	11	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.39%	15-Sep-26	5-Sep-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.41%	4.39%	23-Sep-26	5-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.48%	4.43%	25-Sep-26	16-Sep-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 72 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.45%	4.41%	6-Oct-26	19-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 71 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.44%	4.41%	30-Oct-26	26-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 70 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.39%	3-Nov-26	29-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 70 points)	AA-	5,000,000.00	5,000,000.00	0.37%	4.43%	4.41%	6-Nov-26	30-Sep-25	13	
Westpac Banking Corporation - Green Tailored Deposit - Semi Annual Interest	AA-	5,000,000.00	5,000,000.00	0.36%	4.33%	4.33%	17-Nov-26	7-Nov-25	12	
Westpac Banking Corporation - Green Tailored Deposit - Semi Annual Interest	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.39%	1-Dec-26	17-Nov-25	12	
Westpac Banking Corporation - Green Tailored Deposit - (4.98% fixed 1 year & 3 months BBSW +78 bps 2 years)	AA-	5,000,000.00	5,000,000.00	0.37%	4.39%	4.66%	2-Apr-27	3-Apr-24	36	
Total		445,000,000.00	445,000,000.00	0.37%	4.40%	4.41%				
Floating Rate Notes (FRN)										
Suncorp Bank (90 days BBSW + 45 points)	AA-	2,100,000.00	2,100,000.00	0.34%	4.11%	4.32%	24-Feb-26	24-Feb-21	60	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 63 points)	BBB+	5,000,000.00	5,000,000.00	0.36%	4.33%	4.57%	4-Mar-26	4-Mar-21	60	
Bendigo & Adelaide Bank (90 days BBSW + 125 points)	A-	4,500,000.00	4,500,000.00	0.41%	4.90%	5.17%	15-May-26	15-May-23	36	
Suncorp Bank (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.68%	4.96%	18-May-26	18-May-23	36	
Bendigo & Adelaide Bank (90 days BBSW + 65 points)	A-	5,000,000.00	5,000,000.00	0.36%	4.37%	4.58%	18-Jun-26	18-Jun-21	60	
Macquarie Bank (3 months BBSW + 85 points)	A+	4,000,000.00	4,000,000.00	0.38%	4.53%	4.79%	14-Sep-26	14-Sep-23	36	
Suncorp Bank (90 days BBSW + 48 points)	AA-	3,750,000.00	3,750,000.00	0.35%	4.16%	4.42%	15-Sep-26	15-Sep-21	60	
Bank of Queensland (90 days BBSW + 80 points)	BBB+	3,000,000.00	3,000,000.00	0.36%	4.30%	4.70%	27-Oct-26	27-Oct-21	60	
Commonwealth Bank (3 month BBSW + 70 points)	AA-	3,250,000.00	3,250,000.00	0.35%	4.25%	4.65%	14-Jan-27	14-Jan-22	60	
Westpac Banking Corporation (90 days BBSW + 70 points)	AA-	3,900,000.00	3,900,000.00	0.35%	4.20%	4.60%	25-Jan-27	18-Jan-22	60	
Suncorp Bank (90 days BBSW + 78 points)	AA-	4,500,000.00	4,500,000.00	0.36%	4.28%	4.68%	25-Jan-27	17-Jan-22	60	
Great Southern Bank (3months BBSW + 165 points)	BBB+	2,500,000.00	2,500,000.00	0.44%	5.30%	5.58%	9-Feb-27	9-Feb-23	48	
Newcastle Greater Mutual Group Ltd (90 days BBSW + 100 points)	BBB+	2,250,000.00	2,250,000.00	0.39%	4.65%	4.93%	10-Feb-27	3-Feb-22	60	
National Australia Bank (90 days BBSW + 72 points)	AA-	4,000,000.00	4,000,000.00	0.36%	4.37%	4.59%	25-Feb-27	25-Feb-22	60	
ING Bank- (3 months BBSW + 95 points)	A+	1,500,000.00	1,500,000.00	0.39%	4.69%	4.88%	22-Mar-27	22-Mar-24	36	
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.61%	4.90%	12-May-27	12-May-22	60	
Bendigo and Adelaide Bank (90 days BBSW + 100 points)	A-	2,000,000.00	2,000,000.00	0.39%	4.64%	4.93%	14-May-27	14-May-24	36	
Westpac Banking Corporation (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.69%	4.92%	20-May-27	20-May-22	60	
Suncorp Bank (3 months BBSW + 110 points)	AA-	3,750,000.00	3,750,000.00	0.40%	4.76%	4.97%	24-May-27	24-Nov-23	42	
National Australia Bank (3 months BBSW + 73 points)	AA-	4,000,000.00	4,000,000.00	0.35%	4.22%	4.64%	18-Oct-27	18-Oct-24	36	
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.39%	4.67%	4.99%	1-Nov-27	1-Nov-24	36	
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.40%	4.86%	5.16%	4-Nov-27	4-Nov-22	60	
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.41%	4.88%	5.16%	11-Nov-27	11-Nov-22	60	
National Australia Bank (90 days BBSW + 120 points)	AA-	4,200,000.00	4,200,000.00	0.40%	4.85%	5.07%	25-Nov-27	25-Nov-22	60	
Suncorp Bank (3months BBSW + 125points)	AA-	2,700,000.00	2,700,000.00	0.41%	4.93%	5.20%	14-Dec-27	14-Dec-22	60	
ANZ Bank (90 days BBSW + 106 points)	AA-	4,000,000.00	4,000,000.00	0.40%	4.80%	4.98%	31-Mar-28	31-Mar-23	60	
National Australia Bank (3 months BBSW + 78 points)	AA-	2,500,000.00	2,500,000.00	0.36%	4.33%	4.46%	14-Apr-28	14-May-25	35	
Suncorp Bank (3 months BBSW + 105 points)	AA-	3,000,000.00	3,000,000.00	0.39%	4.66%	5.02%	12-Jul-28	12-Jul-23	60	
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.38%	4.60%	4.86%	17-Aug-28	17-Aug-23	60	
ANZ Bank (90 days BBSW + 93 points)	AA-	3,500,000.00	3,500,000.00	0.39%	4.62%	4.87%	11-Sep-28	11-Sep-23	60	
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A-	1,500,000.00	1,500,000.00	0.37%	4.46%	4.86%	24-Oct-28	24-Oct-24	48	
Great Southern Bank (3months BBSW + 93 points)	BBB+	4,200,000.00	4,200,000.00	0.38%	4.57%	4.57%	3-Nov-28	3-Nov-25	36	
National Australia Bank (3 months BBSW + 103 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.68%	4.94%	16-Nov-28	16-Nov-23	60	
Bank of Queensland (90 days BBSW + 77 points)	A-	4,000,000.00	4,000,000.00	0.37%	4.41%	4.41%	20-Nov-28	20-Nov-25	36	
Bank Australia (3months BBSW + 103 points)	BBB+	4,000,000.00	4,000,000.00	0.39%	4.70%	4.70%	27-Nov-28	27-Nov-25	36	
Westpac Banking Corporation (3 months BBSW + 100 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.56%	4.95%	15-Jan-29	15-Jan-24	60	
ANZ Bank (90 days BBSW + 96 points)	AA-	3,500,000.00	3,500,000.00	0.38%	4.59%	4.91%	5-Feb-29	5-Feb-24	60	
National Australia Bank (3 months BBSW + 90 points)	AA-	3,500,000.00	3,500,000.00	0.39%	4.64%	4.83%	22-Mar-29	22-Mar-24	60	
ANZ Bank (90 days BBSW + 86 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.58%	4.79%	18-Jun-29	18-Jun-24	60	
ING Bank (90 days BBSW + 102 points)	A+	4,500,000.00	4,500,000.00	0.39%	4.66%	4.89%	20-Aug-29	20-Aug-24	60	
Suncorp Bank (3 months BBSW + 92 points)	AA-	4,000,000.00	4,000,000.00	0.39%	4.65%	4.84%	27-Sep-29	27-Sep-24	60	
National Australia Bank (3 months BBSW + 82 points)	AA-	2,750,000.00	2,750,000.00	0.37%	4.46%	4.75%	14-Nov-29	14-Nov-24	60	
Commonwealth Bank (3 month BBSW + 84 points)	AA-	2,000,000.00	2,000,000.00	0.37%	4.43%	4.77%	9-Jan-30	9-Jan-25	60	
Newcastle Permanent Building Society (90 days BBSW + 125 points)	BBB+	4,000,000.00	4,000,000.00	0.39%	4.73%	5.11%	21-Jan-30	21-Jan-25	60	
National Australia Bank (3 months BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.56%	4.61%	18-Mar-30	18-Mar-25	60	
Suncorp Bank (3 months BBSW + 93 points)	AA-	1,800,000.00	1,800,000.00	0.38%	4.58%	4.59%	21-May-30	21-May-25	60	
ING Bank- (3 months BBSW + 95 points)	A+	3,200,000.00	3,200,000.00	0.39%	4.63%	4.61%	13-Jun-30	13-Jun-25	60	
Westpac Banking Corporation (90 days BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.38%	4.55%	4.47%	19-Jun-30	19-Jun-25	60	
Suncorp Bank (3 months BBSW + 80 points)	AA-	3,200,000.00	3,200,000.00	0.37%	4.47%	4.47%	2-Dec-30	2-Dec-25	60	
Newcastle Greater Mutual Group Limited (90 days BBSW + 113 points)	BBB+	2,800,000.00	2,800,000.00	0.38%	4.60%	4.60%	23-Jan-31	23-Jan-26	60	
Floating Rate Notes (FRN) 'Green/Climate Bonds/Sustainability Bond'										
Bank Australia - Sustainability Bond (3months BBSW + 155 points)	BBB+	4,500,000.00	4,500,000.00	0.43%	5.21%	5.42%	22-Feb-27	22-Feb-23	48	
Total		178,750,000.00	178,750,000.00	0.38%	4.59%	4.82%				
Total Investments		669,771,001.55	669,771,001.55	0.37%	4.39%	4.46%				
Benchmark: 30 Day Bank Bill Index				0.30%	3.59%	3.74%				
Benchmark: Bloomberg AusBond Bank Bill Index				0.30%	3.60%	3.90%				
TOTAL INVESTMENTS & CASH		669,771,001.55	669,771,001.55							
Note:										
Total Investments & cash- as per investment report		669,771,001.55								
IGS Sinking Fund Balance - as at January 2026		3,219,353.49								
Net reconciling amount- closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		-28,658.07								
Total Investments & cash - as per general ledger balance		672,961,696.97								

Summary of Net Investment Movements - January 2026

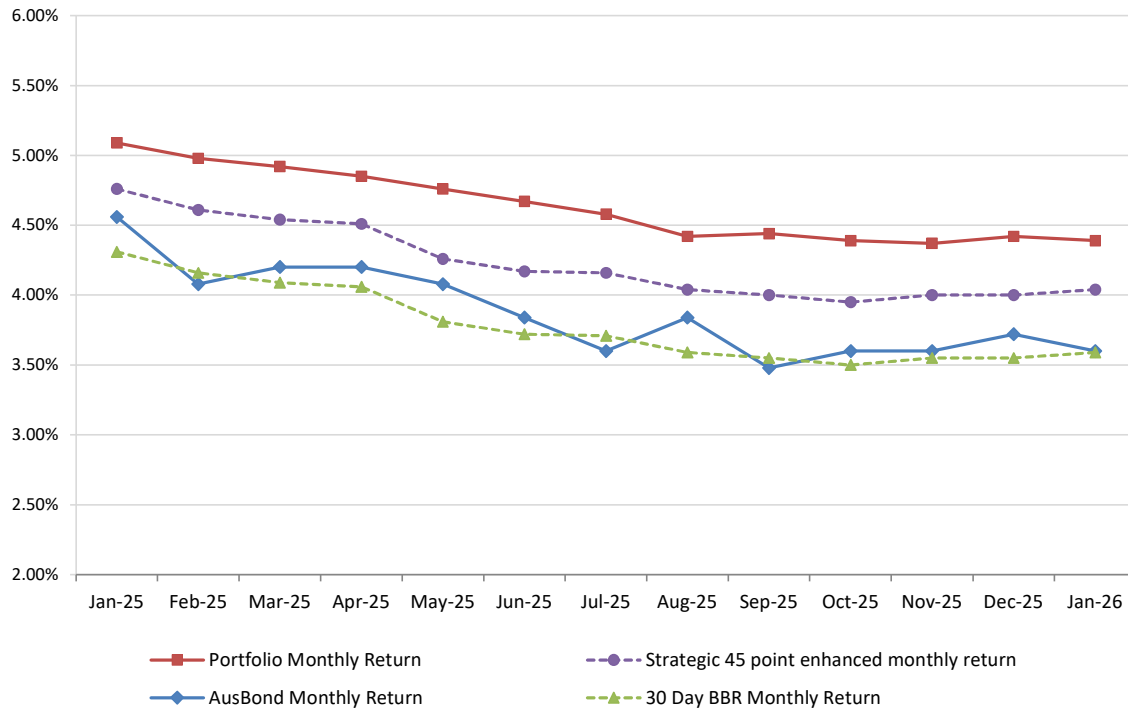
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Commonwealth Bank -Call Account	AA-	13,134,359	Funds from General fund and call account utilised for operational purposes.
Westpac Banking Corporation - General Fund Account	AA-	(445,836)	
<u>Term Deposits (TDs)</u>			
Bank of Queensland	A-	(5,000,000)	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Suncorp Bank	AA-	(25,000,000)	
ING Bank	AA-	(15,000,000)	
Rabobank Australia	A	15,000,000	Redeemed matured investments and any additional income received, placed in higher yielding term deposits.
<u>Floating Rate Notes (FRNs)</u>			
Newcastle Greater Mutual Group Limited	AA-	2,800,000	Redeemed matured investments and additional income placed in higher yielding investments.

Attachment B

**Investment Performance
as at 31 January 2026**

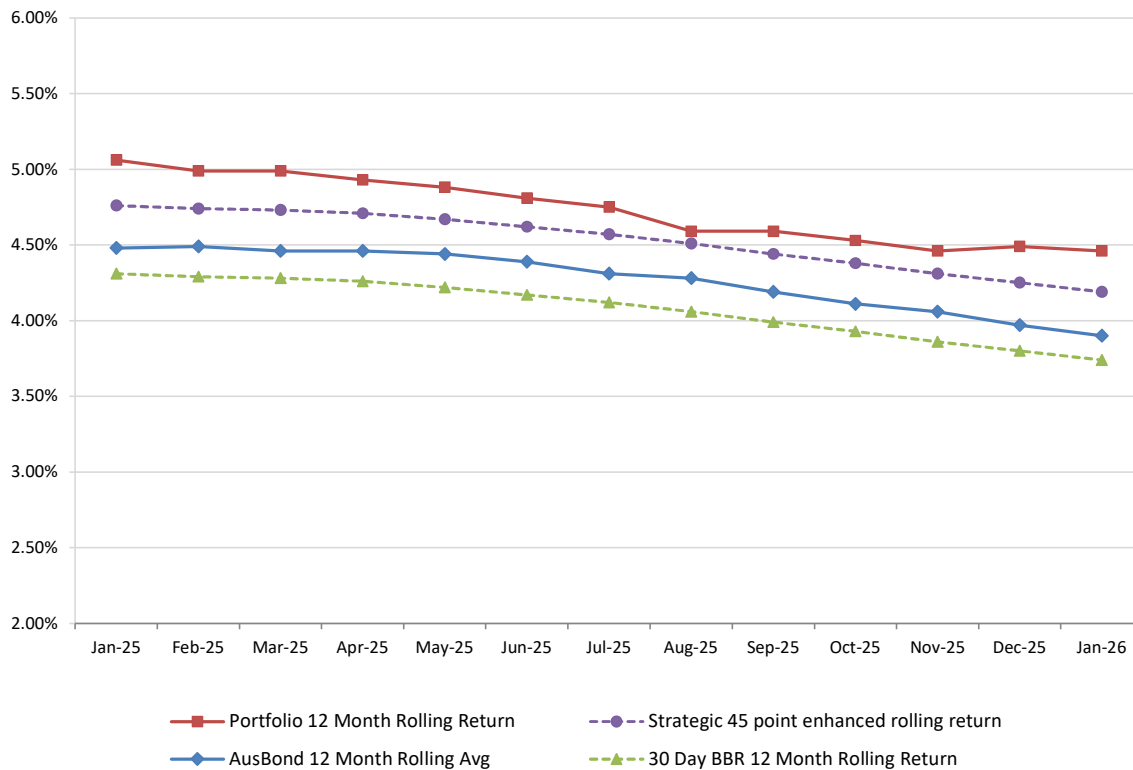
Monthly Results

Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark
January 2026

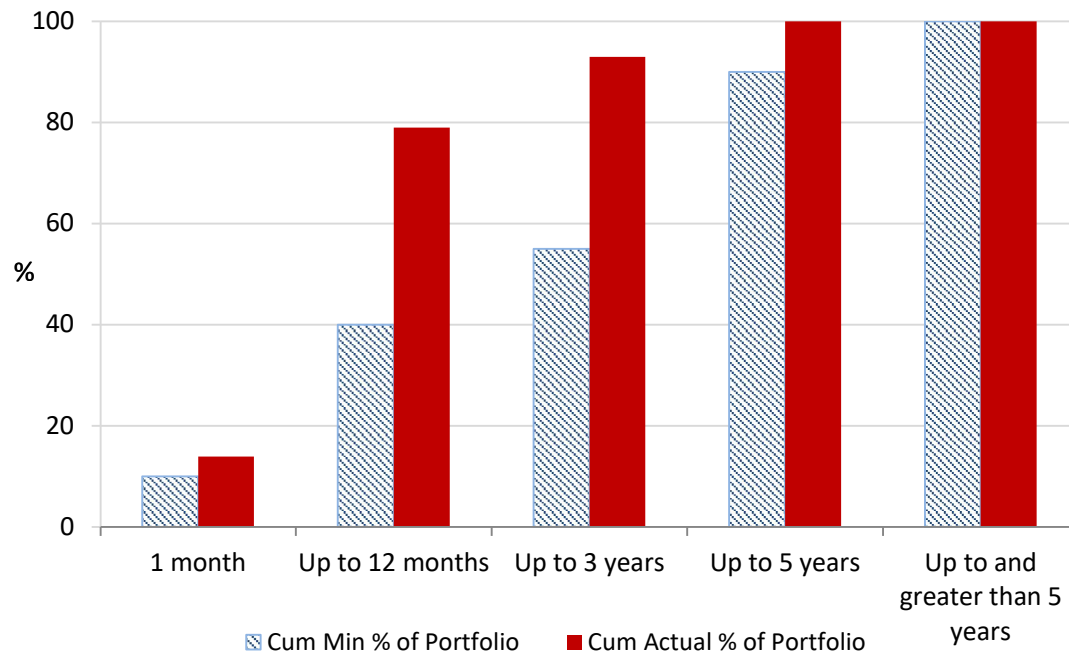


12 Month Rolling Averages

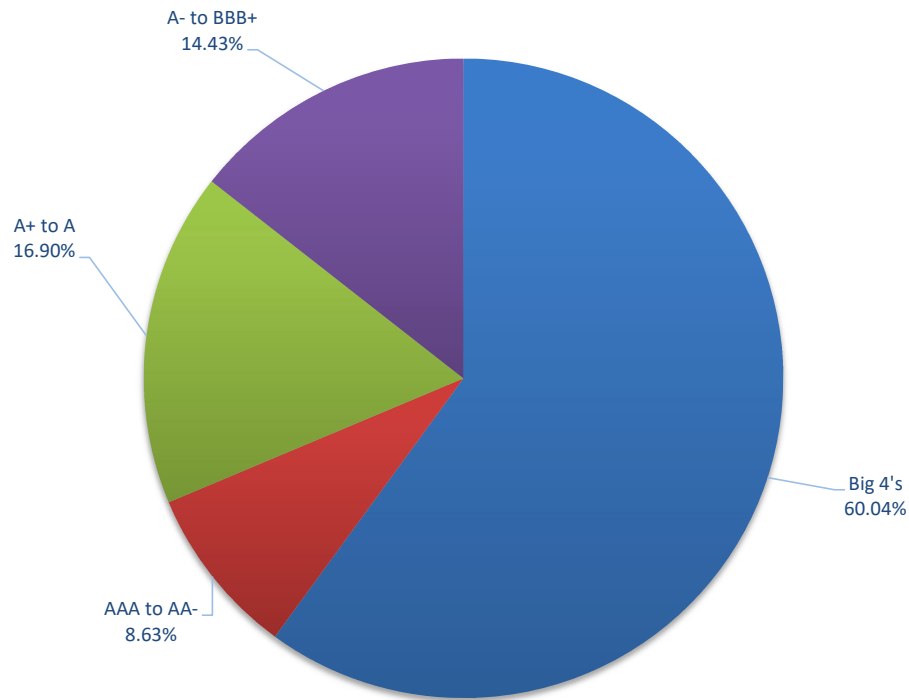
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark
January 2026



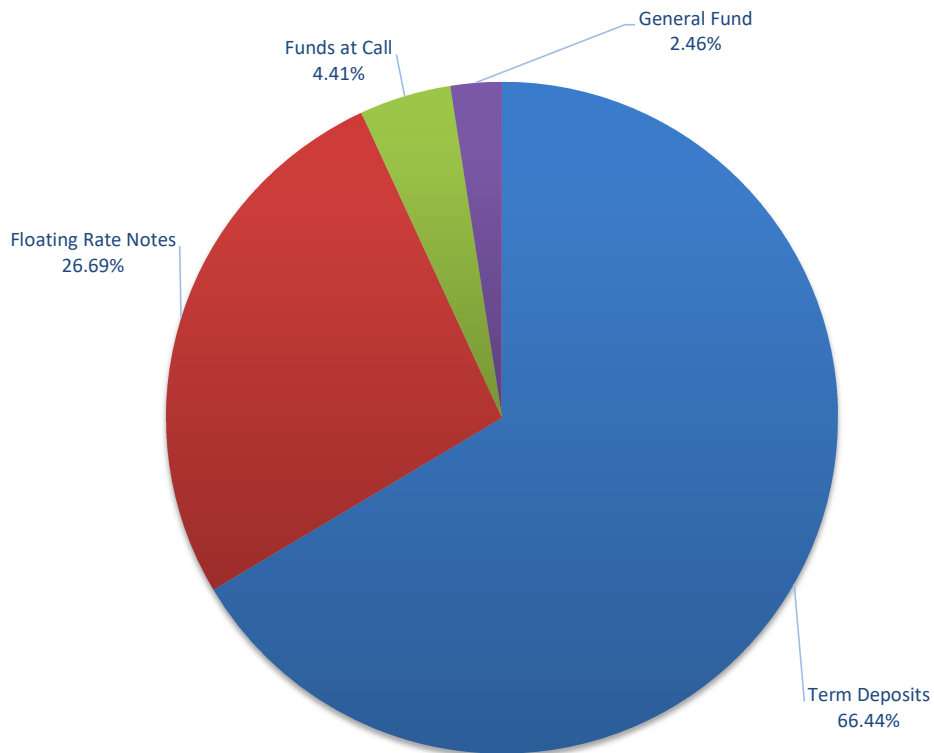
Portfolio Liquidity - Minimum Allocations as at 31 January 2026



Risk Profile as at 31 January 2026



Risk Profile as at 31 January 2026



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION				
as at 31 January 2026				
Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank's	ANZ Bank	23.0	3.4	
	Commonwealth Bank	42.8	6.4	
	National Australia Bank	119.0	17.8	
	Westpac Banking Corporation	217.4	32.5	
Big 4 Total		402.1		60.0
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	8.5	1.3	
	Bank of Queensland	42.0	6.3	
	Bendigo & Adelaide Bank	13.0	1.9	
	Great Southern Bank (formerly Credit Union Australia)	19.1	2.9	
	ING Bank	69.2	10.3	
	Suncorp Bank	57.8	8.6	
	Macquarie Bank Ltd	4.0	0.6	
	Rabobank Australia	40.0	6.0	
	Newcastle Greater Mutual Group Ltd	14.1	2.1	
Other ADI Total		267.7		40.0
Grand Total		669.8	100.0	100.0

Note:

Suncorp Bank was acquired by the ANZ Group and is now a subsidiary, but it operates alongside the parent company .

However, the "Big 4" banking group remains unchanged with Commonwealth Bank, Westpac, NAB, and ANZ. Suncorp Bank is excluded for the purposes of this "Big 4" attribution, in line with industry practice.

However, Suncorp's credit rating was upgraded to AA- to align with ANZ's rating after ANZ acquired Suncorp Bank.

Item 6.

Continuing the Transformation of Central Sydney - Project Scope - Town Hall Square

File No: X118741

Summary

This report outlines the proposed scope of works for Town Hall Square, a new civic square in the centre of Sydney.

The proposed Town Hall Square, located within the block bounded by George, Pitt, Park and Bathurst Streets, forms part of the continued transformation of Central Sydney and has been a long-term vision for the City.

In February 2025, Council resolved that the Chief Executive Officer 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 works commence by 2028.

In May 2025, Council resolved to accelerate the delivery of Town Hall Square, such that demolition works are targeted to commence by early 2028 and a capital works budget of \$150M was included in the FY26 Long Term Financial Plan for the delivery of the project.

In July 2025, the City commenced the development of the project scope with advice from a sub-committee of Design Advisory Panel (DAP) and Public Art Advisory Panel (PAAP) members. From July to December 2025 the subcommittee met on 5 occasions to review and advise on the development of the project scope. The outcomes of the sub-committee were also shared with the full Design Advisory Panel twice. The recommended project scope outlined in this report considers the site constraints and opportunities and is informed by the principles of the Town Hall Public Domain Plan and The Public Space Public Life Study 2020 by Gehl Architects.

In September 2025, the City commenced the engagement of consultants to provide services for the delivery of Town Hall Square, including a Head Design Consultant and sub-consultant team - as outlined in a separate report. The Head Design Consultant will develop the project scope into a concept design and documentation for construction.

This report recommends that Council endorse the proposed scope of works for the Town Hall Square project.

Recommendation

It is resolved that Council endorse the scope of works for the Town Hall Square project as described in the subject report and as generally indicated at Attachment B to the subject report for the purposes of progression to required concept design, planning approvals, documentation and construction of works.

Attachments

Attachment A. Location Plan and Extent of Works

Attachment B. Project Scope

Background

1. The proposed Town Hall Square, located within the block bounded by George, Pitt, Park and Bathurst Streets, forms part of the continued transformation of Central Sydney and has been a long-term vision for the City.
2. 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.
3. 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 3 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.
4. In 2012, Council endorsed the Sydney Local Environmental Plan which defined the area for the future Town Hall Square project as the properties 532-540 George Street, 542-544 George Street, part 546-552 George Street, 5-7 Park Street, 295-301 Pitt Street, 303-305 Pitt Street and 307 Pitt Street.
5. 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.
6. 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.
7. 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.
8. In February 2025, via a Lord Mayoral Minute, Council requested the Chief Executive Officer 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.
9. In May 2025 Council:
 - (a) noted that the delivery of Town Hall Square is proposed to be accelerated, such that demolition works are targeted to commence by early 2028;
 - (b) endorsed 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) endorsed 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.
10. In July 2025, the City commenced the development of the project scope with advice from a sub-committee of Design Advisory Panel (DAP) and Public Art Advisory Panel (PAAP) members. From July to December 2025, the subcommittee met on 5 occasions to review and advise on the development of the project scope. The outcomes of the sub-committee were also shared with the full DAP twice. The project scope considers the site constraints and opportunities and is informed by the principles of the Town Hall Public Domain Plan and The Public Space Public Life Study 2020 by Gehl Architects.
 11. In September 2025, the City commenced the procurement processes for the engagement of consultants to provide services for the delivery of Town Hall Square, including a Head Design Consultant and sub-consultant team - as outlined in a separate report. The Head Design Consultant will develop the project scope into a concept design and documentation for construction.
 12. In November 2025, via a Notice of Motion, Council requested the Chief Executive Officer:
 - (a) commence the process for exploring naming Town Hall Square using a local Aboriginal language word in line with the principles and guidance on Aboriginal place naming set out in the City's Naming Policy, in consultation with the Metropolitan Local Aboriginal Land Council and the City's Aboriginal and Torres Strait Islander Advisory Panel; and
 - (b) bring a report to Council outlining the proposed name and its justification.
 13. The City has now commenced the process for exploring naming Town Hall Square using a local Aboriginal language word in line with the principles and guidance on Aboriginal place naming set out in the City's Naming Policy.

The Site

14. The Town Hall Square site is located opposite Sydney Town Hall and is bounded by George Street to the west, Park Street to the north and Pitt Street to the east.
15. The site of the future Town Hall Square is defined in the Sydney Local Environmental Plan (LEP) 2012, refer Attachment A. The land is protected by clause 6.18 to:
 - (a) prevent additional overshadowing of valued public spaces that are used as areas for passive recreation by the public, workers and visitors in Central Sydney, and
 - (b) protect significant, new and planned public places from overshadowing.
16. The site includes the properties 532-540 George Street, 542-544 George Street, 546-552 George Street, 5-7 Park Street, 295-301 Pitt Street, 303-305 Pitt Street and 307 Pitt Street.

17. The City has acquired 6 of the 7 buildings required for the development of Town Hall Square. The City has commenced the compulsory acquisition process for all required interests in Lot 13 in Deposited Plan 80276 (Folio ID 13/80276), known as 542-544 George Street, Sydney to facilitate the acceleration of the Town Hall Square project.

Recommended Project Scope

18. Following detailed review of the site opportunities and constraints and with advice from a subcommittee of DAP and PAAP members the project scope has been developed. The project scope has been informed by the principles of the Town Hall Public Domain Plan and The Public Space Public Life Study 2020 by Gehl Architects.

19. The overall objectives for the project are:

- (a) A civic space (Sydney's civic heart) - Provide a significant public space for Sydney. The civic and public centre of the city.
- (b) A space for everyday life and events - Comfortable spaces with flexible seating, active edges and essential infrastructure to support everyday life, events, public gatherings, protests and celebrations.
- (c) Increasing City greening - New significant trees (deep soil) to mitigate exposure sun conditions and contribute to canopy / greening targets.

20. The project scope includes:

Demolition of the existing buildings and interface works

- (a) Demolition of all 7 buildings within the site including the removal and/or remediation of their basements to return to at-grade - The project will require investigations to resolve geotechnical constraints, plan the demolition and engineering works accurately and design a foundation system for the square. These investigations will also enable proper planning of the works. The works will include locating underground utilities and services to prevent damage during demolition and design for any required utility relocation, augmentation and diversions required.
- (b) Interface works to the site's boundaries including utilities and adjacent properties - The project will develop appropriate repair, remediation, and treatment strategies for adjoining buildings, if and as required depending on the outcome of relevant investigations.

New public square

- (c) New public square (of approximately 4,200sqm) with high quality paving - The square will prioritise open, uncluttered, flexible public space. The design will maximise the visual and physical extent of the public space by considering the relationship to existing footpaths and road carriageways on adjacent streets including George Street, Sydney Square, and the City beyond. Its key relationship with Sydney Town Hall should be considered and celebrated through careful alignment, symmetry and scale.

- (d) Public domain furniture, lighting and associated infrastructure to accommodate everyday activities and large public gatherings / events - The square will provide well designed, flexible and adaptable public space and should function in a range of modes for a variety of user groups. The square will provide a variety of public seating options enabling people to sit in sun or shade as seasonally desirable.
- (e) Improvement works to the southern edge of the site to ensure adequate activation and amenity for everyday use - The project will provide a suitable design response to the southern edge to ensure adequate quality, activation and amenity for everyday use of the square (noting that a building does not form part of the scope).
- (f) Development of a site specific Public Art Strategy will be led by the City in consultation with the City's Public Art Advisory Panel. The delivery of this transformative project will create a stage for public life and enable the delivery of the outcomes identified in the site specific Public Art Strategy.

City Greening

- (g) Retention of existing street trees (where possible) - Existing trees along Park Street will be reviewed and a strategy for tree retention will be developed to support the square.
- (h) New trees in deep planting zones with sufficient soil volumes - The project will provide trees to ensure shading and amenity in the Square. New significant trees will be located to mitigate exposed conditions, provide spatial definition and human scale to the square. The location of new trees must allow for flexibility and be coordinated with the functional needs of the square.

21. Works excluded from the project scope are:

- (a) Construction of any buildings, basements or public toilets.
- (b) Underground pedestrian connection to the Sydney Metro, Town Hall Station and/or QVB.
- (c) Works to 309 Pitt Street (Council does not own the majority of lots within the strata plan of that building).

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 - The future Town Hall Square will provide infrastructure for public gatherings, such as events, markets, civic celebrations and other cultural activities. It also has the potential be a place of respite in a busy city environment. An adaptable square design will create the opportunities for multi-layered public occupations.

Organisational Impact

23. Delivering Town Hall Square will provide additional public domain, furniture and canopy. These assets will require additional staff and ongoing maintenance.

Risks

24. This is a large and complex project located in the heart of central Sydney. 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.
25. Key project risks include:
- (a) There is significant state-owned transport infrastructure running adjacent to 3 of the site boundaries with light rail and heavy rail lines running along George Street (above and below ground), the cross-city tunnel running below Park Street and bus routes and bus stops along park street, and the metro running below Pitt Street. In August 2025 City staff commenced consultation with Transport for NSW, and regular meetings have been established.
 - (b) The site is a bustling transport intersection located in the heart of central Sydney. There is a need to identify and proactively manage the risks associated with the demolition and construction of a project of this scale and complexity. In September 2025 the City commenced the engagement of services to provide advice on Buildability Scheduling Construction logistics for the project. This includes buildability analysis, construction logistics, time control, detailed programming and strategic project advice.

- (c) The existing buildings, due to their age, require careful investigations for hazardous materials before undertaking any demolition. The original buildings have been modified numerous times over the years with materials of varying composition. The City will be undertaking intrusive hazardous material investigations prior to demolition, in consultation with the consultant team and in accordance with all applicable environmental and work health and safety requirements.
- (d) There are multiple services and associated assets surrounding the site. Careful investigation is required to understand their impact for the design and delivery of the project. In December 2025 the City commenced the engagement of services to provide a detailed topographical survey, services survey, undertake ground penetrating radar and service location trenching.

Social / Cultural / Community

- 26. 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.
- 27. High quality public domain including pedestrian links and recreational spaces has a positive effect on the health of workers and residents.

Environmental

- 28. 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

- 29. Delivery of the Town Hall Square project is identified in the Sydney LEP 2012 and City Plan 2036 as a key public space.
- 30. 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

- 31. The FY26 Long Term Financial Plan includes an allocation of \$150 million for the construction of Town Hall Square, as well as costs associated with the termination of existing leases and funds to acquire the remaining property.

Relevant Legislation

32. Project delivery will be in accordance with relevant planning and approval legislation and regulations, including the Environmental Planning and Assessment Act 1979 (NSW) and Roads Act 1993 (NSW).

Critical Dates / Time Frames

33. Current program dates are:

(a) Concept development	Early - mid 2026
(b) Lodge Development Application	End 2026
(c) Documentation	End 2026 - mid 2027
(d) Demolition commences	Early 2028
(e) Completion	Early 2031

Public Consultation

34. Extensive community consultation and engagement was undertaken as part of Sustainable Sydney 2030 and Sustainable Sydney 2030-2050: Continuing the Vision and with key stakeholders on the Town Hall Precinct Public Domain Plan.
35. In 2007 consultation commenced for Sustainable Sydney 2030 Vision. It included 5 big moves, Big Move 1, A revitalised City Centre at the heart of global Sydney offering “A central spine and three major squares to provide a focus for public life in the City Centre”.
36. In 2018, an extensive consultation commenced to refresh the Community Strategic Plan and extend the vision for Sydney to 2050. “A city for people” encapsulated the overall sentiment expressed throughout the consultation. The consultation found that people want: “a city where locals and visitors can gather at cultural events to celebrate the diversity of our community and the beautiful outdoor spaces of the city” – Sydney 2050 Insight Report.
37. In 2022, Sustainable Sydney 2030-2050: Continuing the Vision was exhibited for feedback. The refreshed vision included a new public space in the civic heart of the city. The 3 linked city squares concept was the third most supported transformative idea after “a green city” and “housing for all”. Submissions supported projects that continue to transform the city centre.

38. In 2025, the Community Strategic Plan was publicly exhibited. Community sentiment emphasised providing safe and accessible public spaces that foster social connections and accommodate diverse needs, from families to older adults, showing that the three linked city squares concept continues to be a priority for the community.
39. The community comments and themes have helped inform the project scope.
40. Public consultation will be undertaken as part of the development of the concept design for the square and during the planning approval process for the project. Engagement to support the project has been mapped out over 3 phases:
 - (a) Engage on the vision including online information and survey, pop-up stands on George Street, letters to local businesses, land owners and residents and briefings with stakeholders.
 - (b) Seek formal feedback on the design through the exhibition of the Development Application.
 - (c) Work with businesses and the community to minimise construction impacts.
41. Consultation with Aboriginal and Torres Strait Islander Community will be led by the City in consultation with the City's Aboriginal and Torres Strait Islander Advisory Panel and the Metropolitan Local Aboriginal Land Council. The consultation will inform the overall project vision and identify practical outcomes which might include: economic and social outcomes for First Nations people, opportunities for cultural interpretation and / or adopting a Designing with Country process.

KIM WOODBURY

Chief Operating Officer

Marcia Morley, Executive Manager Project Development and Delivery

Anna Field, Development Manager

Attachment A

Location Plan and Extent of Works

Site Information

The site is located opposite Sydney Town Hall and is bounded by George, Park and Pitt Streets



SITE INFORMATION

The site includes the properties 532-540 George Street, 542-544 George Street, 546-552 George Street, 5-7 Park Street, 295-301 Pitt Street, 303-305 Pitt Street and 307 Pitt Street.

Existing Site Area: Approx. 4,645 sqm

Extent of Works

Town Hall Square

13



- - - - SITE BOUNDARY
- - - - EXTENT OF THE WORKS

Attachment B

Project Scope – Town Hall Square

Town Hall Square

Project Scope - February 2026

Project Vision



A civic space (Sydney's civic heart)

Provide a significant public space for Sydney - the civic + public centre of the City

1. Wilhelmina Square, Netherlands
2. Sydney Town Hall, George Street.
3. St Marks Square, Venice.
4. Granary Square, Kings Cross

Project Vision



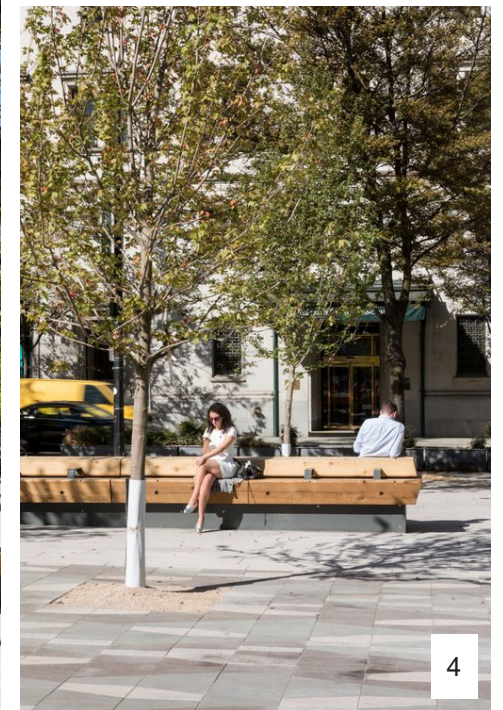
A space for everyday life and events

Comfortable spaces with lighting, seating, active edges and essential infrastructure to support everyday life, events, public gathering, protests + celebrations

1. Sydney Square – Chairs in squares
2. Vancouver Art Gallery
3. Granary Square, Kings Cross
4. Brighton New Road, Gehl Architects

Project Vision

18



Increasing City greening

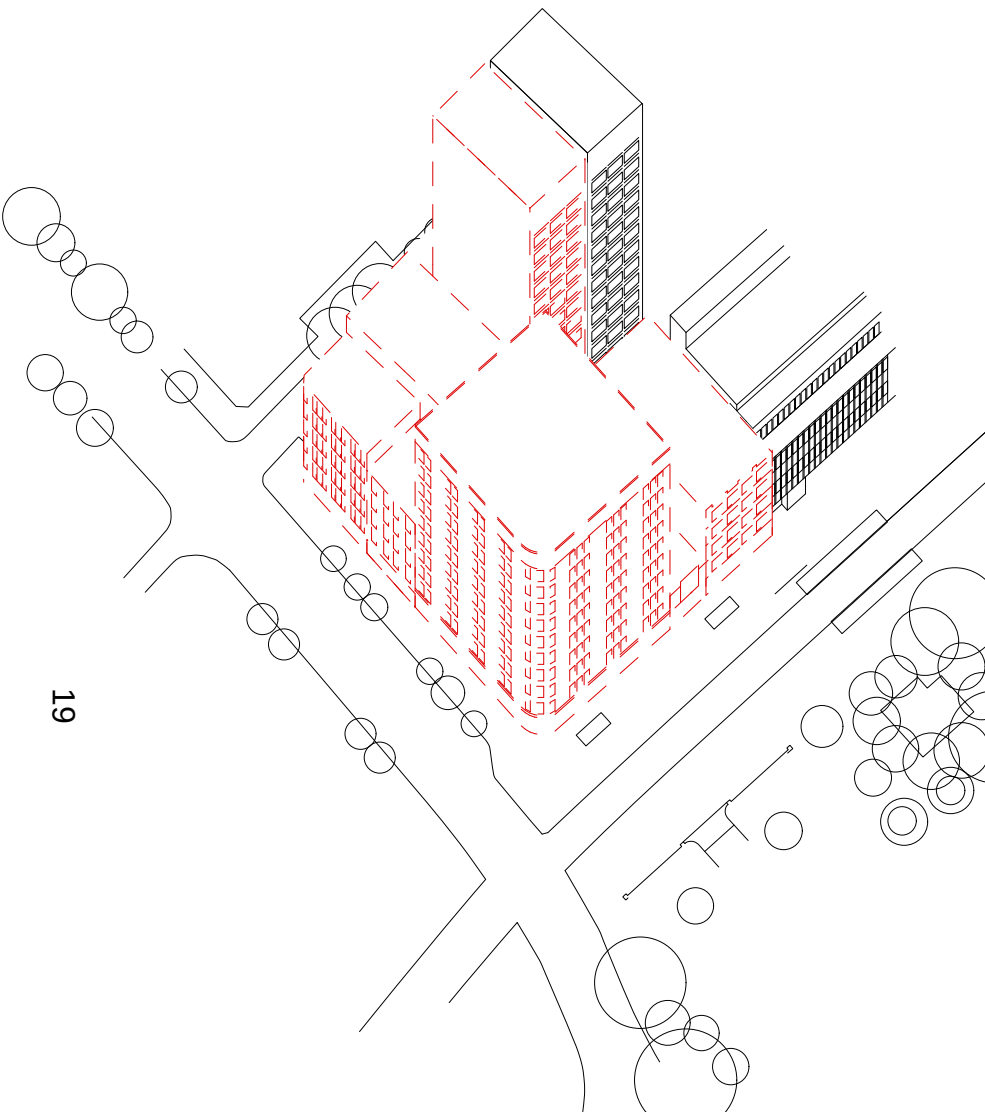
New significant trees (deep soil) to mitigate exposed sun conditions + contribute to canopy / greening targets

1. Sydney Town Hall
2. David H Koch Plaza, New York.
3. Vancouver Art Gallery Vancouver.
4. As above.

Project Scope

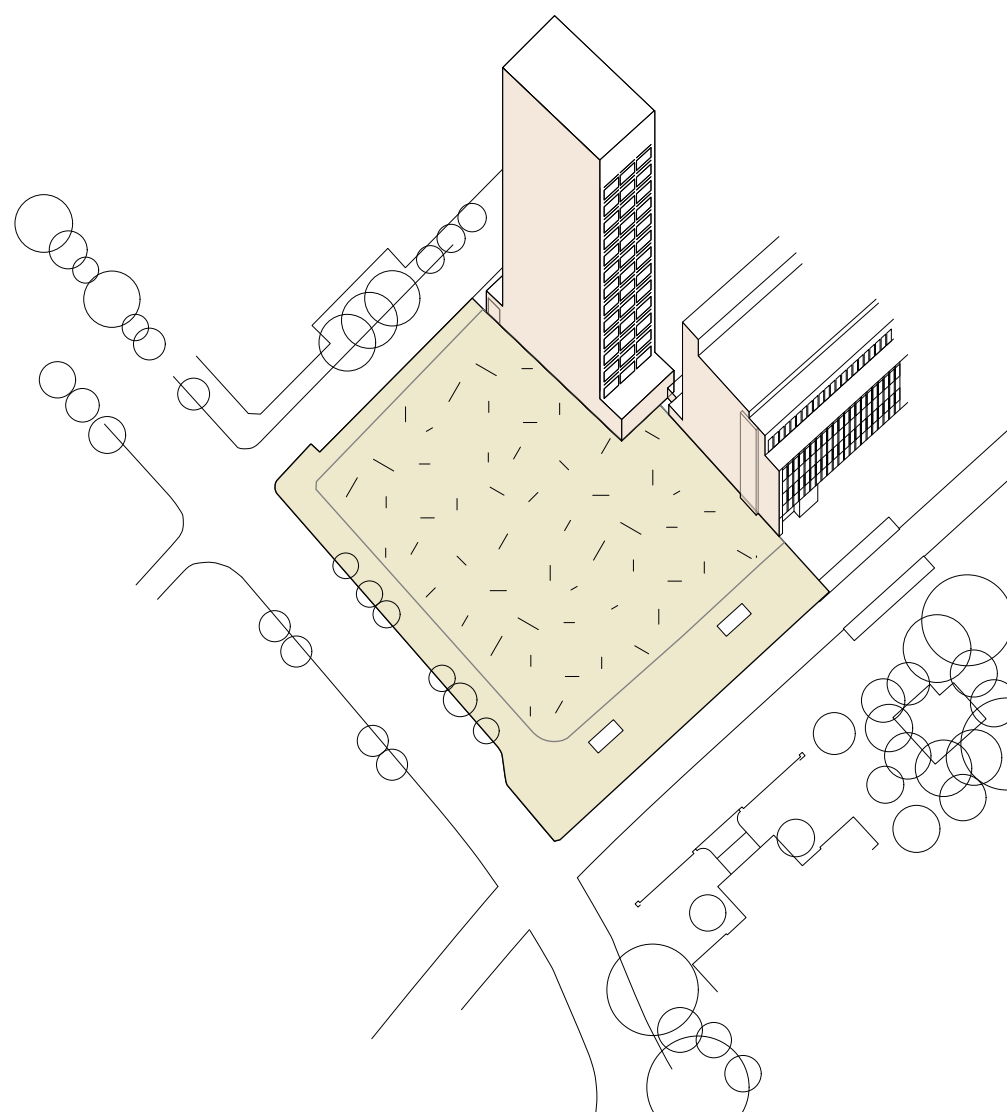
Outline of the scope of works for the project.

19



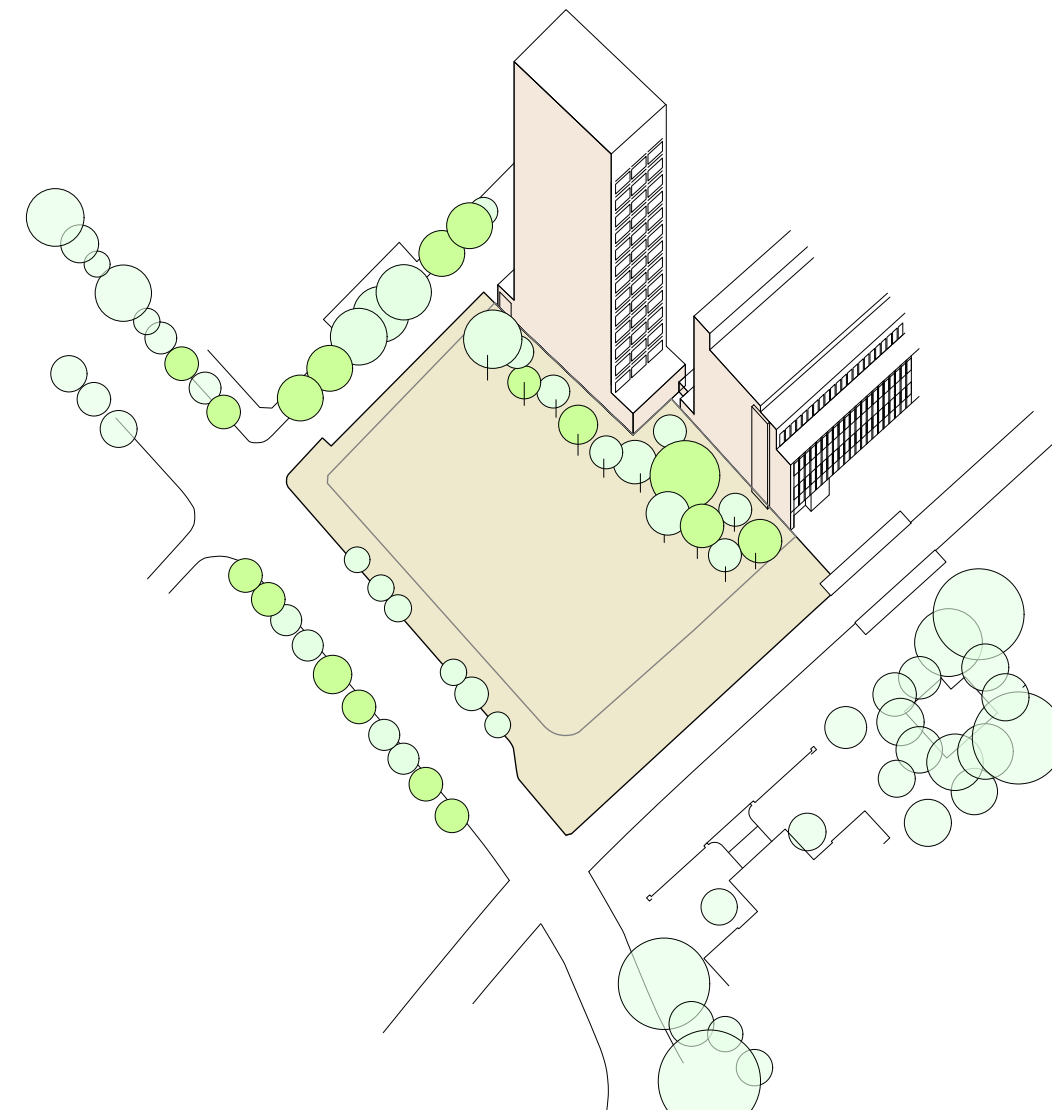
Demolition of the existing

- Demolition of all 7 buildings within the Site including the removal and/or remediation of their basements to return to at-grade
- Interface works to the Site's boundaries including utilities and adjacent properties



New public square

- New public square (Approx. 4,200m² GFA) with high quality paving
- Public domain furniture, lighting and associated infrastructure to accommodate everyday activities and large public gatherings / events
- Improvement works to the southern edge of the Site to ensure adequate activation and amenity for everyday use



City greening

- Retention of existing street trees (where possible)
- New trees in deep planting zones with sufficient soil volumes

Exclusions: Construction of any buildings, basements or public toilets. Underground pedestrian connection to the Sydney Metro, Town Hall Station and/or QVB.

Design Considerations

Outline of the design considerations for the project.

1. Celebrate Civic Scale and Heritage

Enhance and showcase the site's civic character and heritage buildings to reinforce identity and a strong sense of place.

2. Provide Flexible and Adaptable Public Space

Design public space that can support a wide range of uses and evolve over time in response to community needs.

3. Strengthen Tree Canopy for Shade and Amenity

Increase and maintain tree coverage to improve thermal comfort, environmental performance, and overall public amenity.

3. Use Enduring Materials, Surfaces, and Detailing

Select high-quality, robust, and timeless materials that ensure longevity and reduce whole-of-life maintenance costs.

5. Develop a Design Response to the Southern Edge

Address the physical conditions of the southern edge to ensure design quality, activation, and visual cohesion.

6. Integrate Seating and Public Furniture

Provide diverse, comfortable, and well-located seating and furniture that support daily use and social interaction.

7. Support Events and Programming

Enable informal and formal events through thoughtful spatial planning, integrated infrastructure, and flexible open areas.

9. Consider the Long-term Vision for Pitt St and Park St

Align design decisions with future movement patterns, urban strategies, and the strategic role of Pitt and Park in the city network.

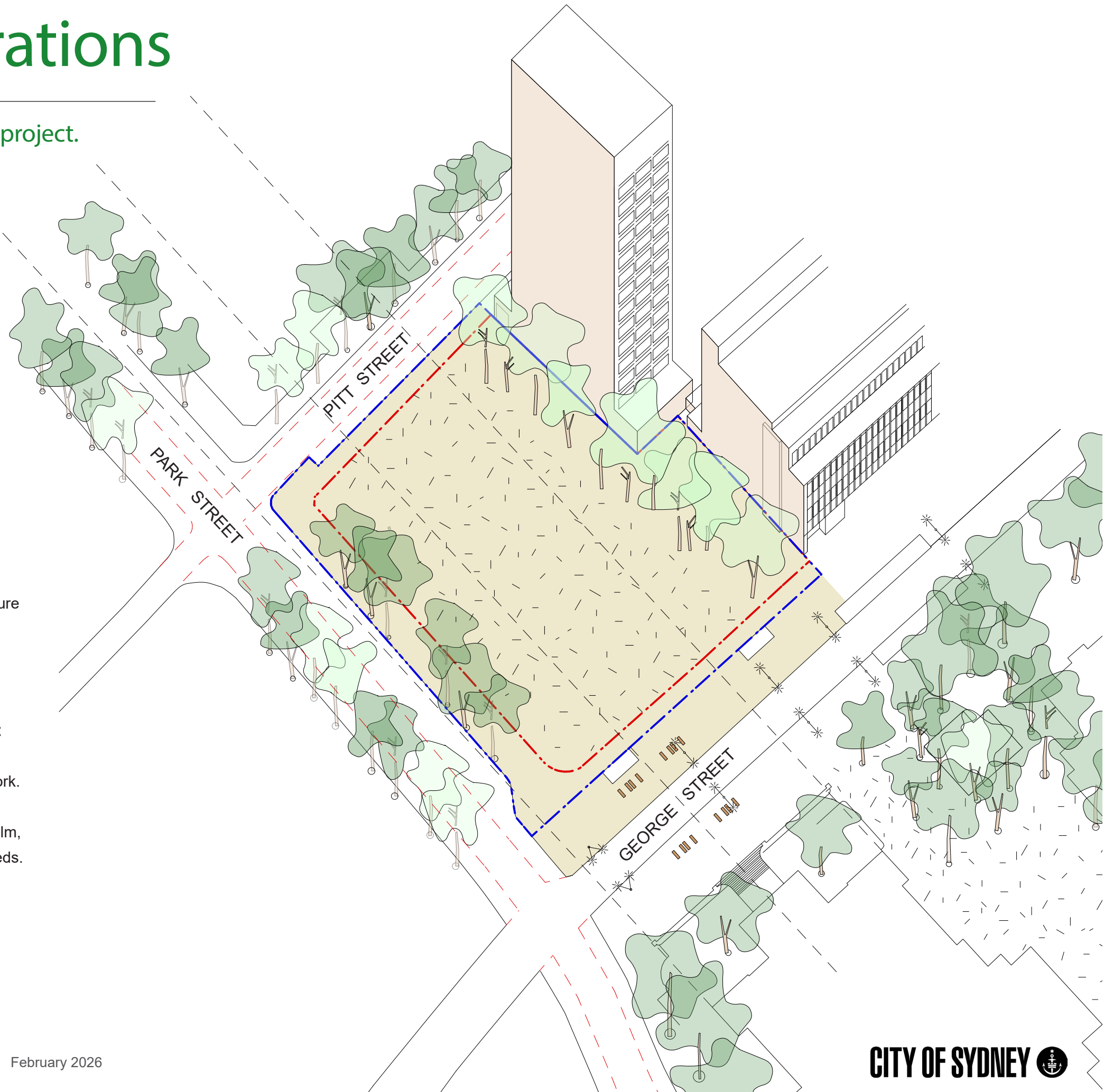
9. Consider the Long-term Vision for Station Entries

Consider how station entrances are integrated into the public realm, accommodating future capacity, accessibility, and wayfinding needs.

10. Resolve Interfaces with Adjoining Properties

Provide coherent, attractive, and functional edge conditions that manage transitions and shared boundaries.

- — SITE BOUNDARY
- — EXTENT OF THE WORKS



Item 7.

Heads of Agreement - Sydney Square Renewal

File No: X100212

Summary

This report outlines the key terms of the proposed Heads of Agreement between the City of Sydney (the City) and St Andrew's House Corporation (SAHC) and the Anglican Church Property Trust Diocese of Sydney (ACPT) for the renewal, use and management of Sydney Square.

In May 2025 Council endorsed the project scope for the staged renewal of Sydney Square, including works on land owned by other parties (SAHC and ACPT) and the proposed principles for agreements between the City and Sydney Anglican Property (SAP) representing SAHC and the ACPT.

The City has worked with SAP to develop key terms for a Heads of Agreement to be entered into between the parties. The Heads of Agreement summarises the main terms of the Transaction Documents to be entered into between the parties which include a Development Deed, Lease (Main Square Lease Area), and Easements and Covenants.

Subject to Council endorsement of the key terms of the Heads of Agreement as set out in this report, the Heads of Agreement will be finalised and developed into the Transaction Documents as detailed herein.

Recommendation

It is resolved that:

- (A) Council approve the key terms of the Heads of Agreement with the Anglican Church Property Trust Diocese of Sydney (ACPT) and St Andrew's House Corporation (SAHC) for Sydney Square as set out in the subject report;
- (B) authority be delegated to the Chief Executive Officer to negotiate, finalise and execute the Heads of Agreement and the transaction documentation including the Development Deed, Lease (Main Square Lease Area), Easements and Covenants together with any other agreement, deed or instrument in accordance with the key terms of the Heads of Agreement, to effect the endorsed outcomes; and
- (C) Council note that if the key terms contemplated by (A) above are substantially changed, Council's approval will be required for those changes.

Attachments

- Attachment A.** Identification Plan - Property Ownership
- Attachment B.** Identification Plan - Renewal Area (ACPT and SAHC land)
- Attachment C.** Identification Plan - Lease and Easements

Background

1. In May 2025 City of Sydney Council endorsed the staged renewal of Sydney Square, which includes works on land owned by St Andrew's House Corporation (SAHC) and Anglican Church Property Trust Diocese of Sydney (ACPT).
2. The first stage of renewal works are planned to be completed prior to the commencement of the delivery of the future Town Hall Square and will include the renewal of:
 - (a) the Main Square - the area between Sydney Town Hall, St Andrew's Cathedral and St Andrew's House which is part owned by the City and part owned by SAHC
 - (b) the Eastern Square - the area between George Street and St Andrews Cathedral owned by the ACPT and
 - (c) the Western Square - the area between St Andrews Cathedral and St Andrew's House owned by SAHC.
3. The May 2025 report to Council included proposed principles for agreements to be made with SAHC and ACPT noting that the endorsed project scope includes works on land owned by SAHC and ACPT.
4. The principles for agreements included:
 - (a) the City funding and delivering the renewal of the public domain (paving, furniture, lighting) in 'Sydney Square' including on land owned by ACPT and SAHC.
 - (b) entering into a long-term legal arrangement with SAHC which may include a long-term lease and/or management agreement, over a portion of 'Sydney Square' owned by ACPT, with the City taking responsibility for:
 - (i) management and control of public and events use of the area
 - (ii) maintenance of the area.
 - (c) Commitments from ACPT and SAHC through appropriate legal interests to ensure public access throughout Sydney Square, including the areas to the west and east of St Andrew's Cathedral.
 - (d) restriction of vehicle access to the eastern side of the cathedral (from Bathurst Street) to be on a 'by exception' basis for the purposes of major events at the cathedral e.g. weddings, funerals, state functions etc.
 - (e) SAHC to fund and deliver the Cathedral Community Garden as per approved Development Application D/2021/1217, within a reasonable time period.
 - (f) SAHC and ACPT to fund future capital renewal works on SAHC and ACPT owned land.

5. The City and Sydney Anglican Property (SAP), representing SAHC and the ACPT, have agreed key terms for a Heads of Agreement to be entered into between the parties and both parties are committed to the on-going use and management of Sydney Square as a 'public place' with public assembly (including the right to protest) activities to be managed in accordance with relevant legislation.
6. Subject to Council endorsement of the key terms of the Heads of Agreement as set out in this report, the Heads of Agreement will be finalised and developed into the Transaction Documents as detailed herein.

Key Terms of Heads of Agreement

7. The Heads of Agreement summarises the main terms of the Transaction Documents which are the binding agreements to be negotiated and entered into between the parties. The Transaction Documents include a Development Deed, Lease (Main Square Lease Area), Easements and Covenants.

Development Deed

8. The Development Deed will set out the terms and obligations of the parties in relation to delivery of the first stage of the renewal of Sydney Square in accordance with the project scope endorsed by Council in May 2025.
9. Key terms of the Development Deed to be included in the Heads of Agreement include:
 - (a) Development Approval and Consent - the City is responsible for obtaining development approval for the project and will bear all costs associated with development approvals, design and documentation.
 - (b) Contamination / Hazardous Materials - the City will commission suitably qualified consultants to undertake detailed site investigations of the project site areas owned by SAHC and ACPT. SAHC and ACPT will be required to remediate and pay all costs associated with the required treatment or removal of pre-existing contaminated and / or hazardous materials associated with their land or property.
 - (c) Termination – Prior to the works commencing, if certain types of hazardous material are identified, the parties may elect to terminate the Development Deed. If remediation works are not completed by SAHC and ACPT within an agreed period of time, the City has the right to terminate the Development Deed.
 - (d) Construction License - SAHC and ACPT will grant licenses to the City to undertake construction works on their land.
 - (e) Construction Works - the City will be responsible for engaging a suitably qualified contractor to carry out the works and will bear all costs associated with construction of the works. (excluding the treatment or removal of pre-existing contaminated and / or hazardous materials on land owned by SAHC or ACPT).
 - (f) Completion - at practical completion SAHC and ACPT must grant the easements and covenants in favour of the City over the Eastern Square and Western Square areas and enter into the Lease for the Main Square Lease Area.

- (g) Works to be completed by SAHC and ACPT - prior to completion of works by the City, SAHC and ACPT will use reasonable endeavours to complete the installation of bollards to restrict vehicular access to the Eastern Square area from Bathurst Street and complete the construction of the St Andrew's Cathedral Community Garden.

Lease

10. The area of Sydney Square located between Sydney Town Hall, St Andrew's Cathedral and St Andrew's House is the main square area and is part owned by the City and part owned by SAHC.
11. At the completion of the first stage of the renewal works the City and SAHC will enter a 50-year Lease over the SAHC owned land that forms the main square area (Main Square Lease Area). The Lease will be at a peppercorn rate of \$1 per annum (if demanded).
12. The Main Square Lease Area is approximately 1,360 square metres and will be in stratum being limited from the ground surface and unlimited in height. The final Main Square Lease Area will be determined prior to lodgement of the Development Application.
13. Key terms to be included in the Heads of Agreement:
 - (a) Permitted Use - the City, SAHC and ACPT commit to the on-going management and use of the Main Square Lease Area as a public place. Permitted uses of the Main Square Lease Area to be defined in the Lease will include:
 - (i) public access (the full and free right of the public to go, pass and repass over the Main Square Lease Area with or without animals) for all lawful purposes
 - (ii) public use including general community, cultural, social use and recreational activities
 - (iii) events, gatherings and activities in accordance with all applicable laws, policies and procedures, including the City of Sydney Events Guidelines, for staging events in public spaces in the City of Sydney local area.
 - (b) Management of Use - the City will use its reasonable endeavours to ensure that any activity or event held at the Main Square Lease Area takes into account the character, purpose and surrounding context.
 - (c) Outgoings / Utilities - the Lease will be structured as a gross lease, meaning the City is not liable for additional outgoings beyond the annual rent, other than the cost of utilities that exclusively service the Main Square Lease Area and are separately metered.
 - (d) Maintenance and Repairs - the City will be responsible for the day-to-day maintenance and cleaning of the square and carrying out minor repairs to address damage arising from public use or events.
 - (e) Capital and Structural Works - SAHC will be responsible for all costs to carry out any capital or structural repairs that arise during the term of the Lease.

- (f) Make Good - the City will have no obligation to make good the Main Square Lease area at the expiry or termination of the Lease.
- (g) Expiry of Lease - an easement and covenant over the Main Square Lease Area (as outlined below) will be registered to commence on expiry of the Lease term.

Easements and Covenants

14. Easements and covenants are to be registered on the title of land owned by the SAHC and ACPT. Granting of easements and covenants in favour of the City will be staged:
 - (a) Eastern Square and Western Square areas - to be granted at practical completion of the renewal of Sydney Square.
 - (b) Main Square area - on expiry or termination of the Lease term.
15. Key terms to be included in the Heads of Agreement:
 - (a) Nature of the Easement - the easement grants to the City and its authorised users (the public) the full and free right to go, pass and repass over the Easement Area with or without animals for all lawful purposes.
 - (b) Purpose - the easement is to be provided at no cost to the public and is for the purpose of providing reasonable access over the Easement Area to any member of the public in accordance with and subject to the provisions of the easement.
 - (c) Events and Temporary Closures - SAHC and ACPT may restrict access or close the Easement Area for limited periods of time for repair, maintenance, refurbishment and on a 'by exception' basis for funerals, weddings, state functions or other significant events held at St Andrew's Cathedral.
 - (d) Positive Covenant - SAHC and ACPT are required to:
 - (i) at all times, maintain the Easement Area (including any lighting) in good condition and state of repair)
 - (ii) install and maintain bollards to restrict unauthorised vehicle access to the Easement Area
 - (iii) ensure that the Easement Area is maintained in a safe condition and take all reasonable steps to prevent any hazards or conditions that may pose a risk to public safety and
 - (iv) keep the Easement Area clean and free from rubbish.
 - (e) Restrictive Covenants - No part of the Easement Area is to be used for parking at any time. Vehicular access to the Easement Area is permitted but is restricted to allow for pick-up / drop-off only. Vehicular access is to be controlled by bollards installed at the Bathurst Street entrance and must not interfere with the public's use of the Easement Area.

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 3 - Public places for all - Sydney Square sits between two important civic landmarks, Sydney Town Hall and St Andrew's Cathedral. Sydney Square's generally poor presentation does not reflect the importance of these buildings and their role in our community. Post light rail, this area is not delivering on the amenity needed by our community - improvements to Sydney Square will encourage better use of the square and increase amenity for the community and will benefit our two important heritage buildings.
 - (b) Direction 4 - Design excellence and sustainable development - A 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 - Sydney Square and Town Hall Arcade provide access to Town Hall Station and the light rail. Improving legibility and access will benefit both the square and the stations.
 - (d) Direction 8 - A thriving cultural life - Sydney Square has the potential to host events, markets and other cultural activities, as well as to be a place of respite in a busy city environment. An adaptable square design will create opportunities for increased usage, in particular activation of its edges.

Organisational Impact

17. Resources are allocated to implement and manage the proposed Transaction Documents including the Development Deed and Construction Licence with ongoing management of the Lease and Easement. The management of the Lease and Easement are minimal, and no additional resources are warranted.
18. There will be an increase in cleaning and maintenance costs to the City with the addition of the area under Lease where the City will be responsible for cleaning and maintaining.
19. Management of public use of the square will be simplified with the Main Square area to be managed by the City.

Risks

20. The key terms outlined in the Heads of Agreement address key risks associated with the delivery of renewal works (Development Deed), management of the Main Square (Lease) and public use and access to the Eastern Square and Western Square (Easement and Covenant). The binding Transaction Documents will define the key terms in detail, and will include matters such as insurance, safety and security, and dispute resolution.
21. The execution of the documents in accordance with the key terms set out in this report will ensure that the project can be managed within the City's risk appetite and risk tolerance, particularly in relation to legal and regulatory requirements, reputational risk and financial risk.

Social / Cultural / Community

22. The renewal and upgrade of Sydney Square creates increased opportunities for community enjoyment and enables cultural experiences in a city where public space is in great demand.

Environmental

23. The renewal is aligned with the City's leadership in environmental sustainability and climate action through retaining tree canopy to maximise green linkage improvements between city, parklands, and harbour.

Financial Implications

24. Funds for the Sydney Square renewal works are included in the Long-Term Financial Plan.
25. Under the Lease for the Main Square the City as lessee will be responsible for cleaning and maintaining the area under Lease. This has been budgeted for in the Long Term Financial Plan.

Relevant Legislation

26. Project delivery will be in accordance with relevant planning and approval legislation and regulations, including the Environmental Planning and Assessment Act 1979 (NSW) and Roads Act 1993 (NSW).

Critical Dates / Time Frames

27. Target dates for the project and execution of the Transaction Documents are:

Timing	Key Deliverable
March 2026	Heads of Agreement finalised and executed
Mid 2026	Development Deed executed Development application lodged
Mid-End 2026	Construction documentation concurrent with planning assessment
Early 2027	Renewal works commence
Late 2027	Renewal completed Lease of Main Square and Public Access Easement for Western and Eastern part of the Square commence

Options

28. The City can undertake works on the land without entering into the Heads of Agreement as contemplated in this report but that would involve significant risks during the construction of the project and would undermine the future efficient management of the area.

Public Consultation

29. Extensive community consultation and engagement was undertaken as part of Sustainable Sydney 2030 and Sustainable Sydney 2030-2050: Continuing the Vision, and for the Town Hall Precinct Public Domain Plan.
30. Further public consultation will be undertaken as part of the planning approval process for the project.

KIM WOODBURY

Chief Operating Officer

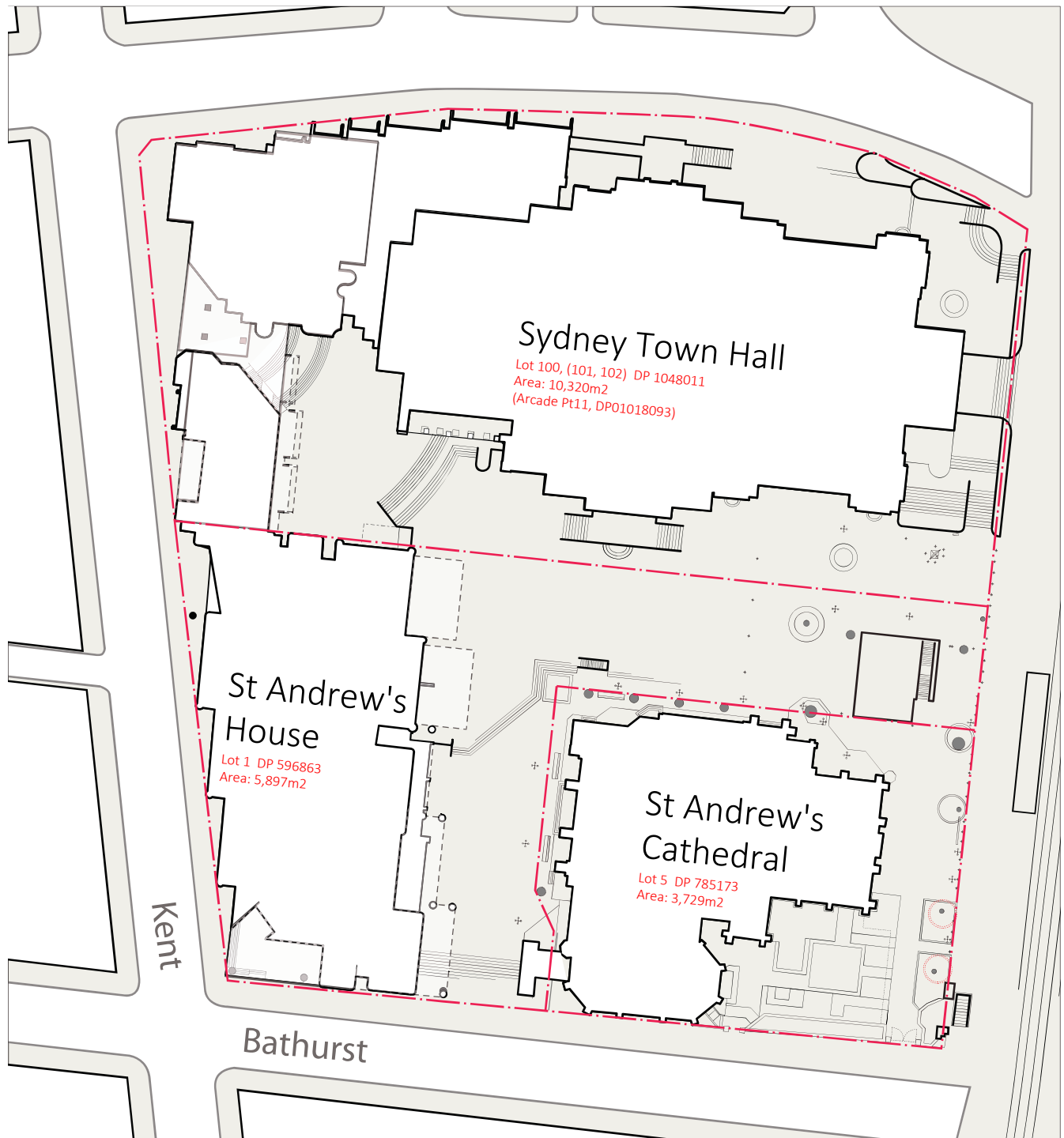
Belinda Graham, Delivery Manager

Nicholas Male Perkins, Commercial Manager

Attachment A

Identification Plan – Property Ownership

Attachment A. Identification Plan - Property Ownership



--- Ownership Boundaries

City of Sydney Land Lot 100, (101, 102) DP 1048011

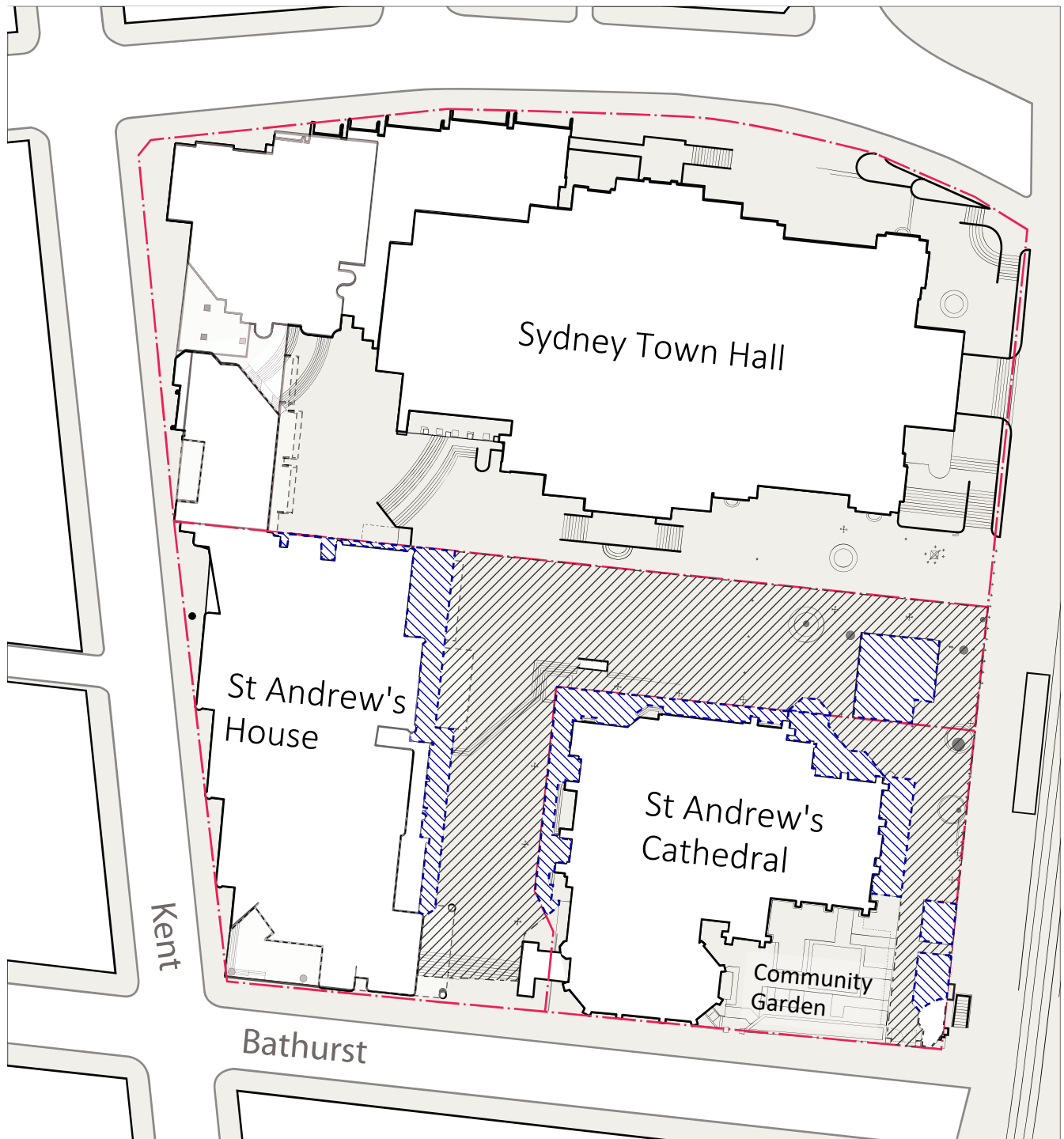
St Andrew's House Corporation (SAHC) Land Lot 1 DP 596863

Anglican Church Property Trust (ACPT) Land Lot 5 DP 785173

Attachment B

**Identification Plan – Renewal Area
(ACPT and SAHC Land)**

Attachment B. Identification Plan - Renewal Area (ACPT & SAHC land)



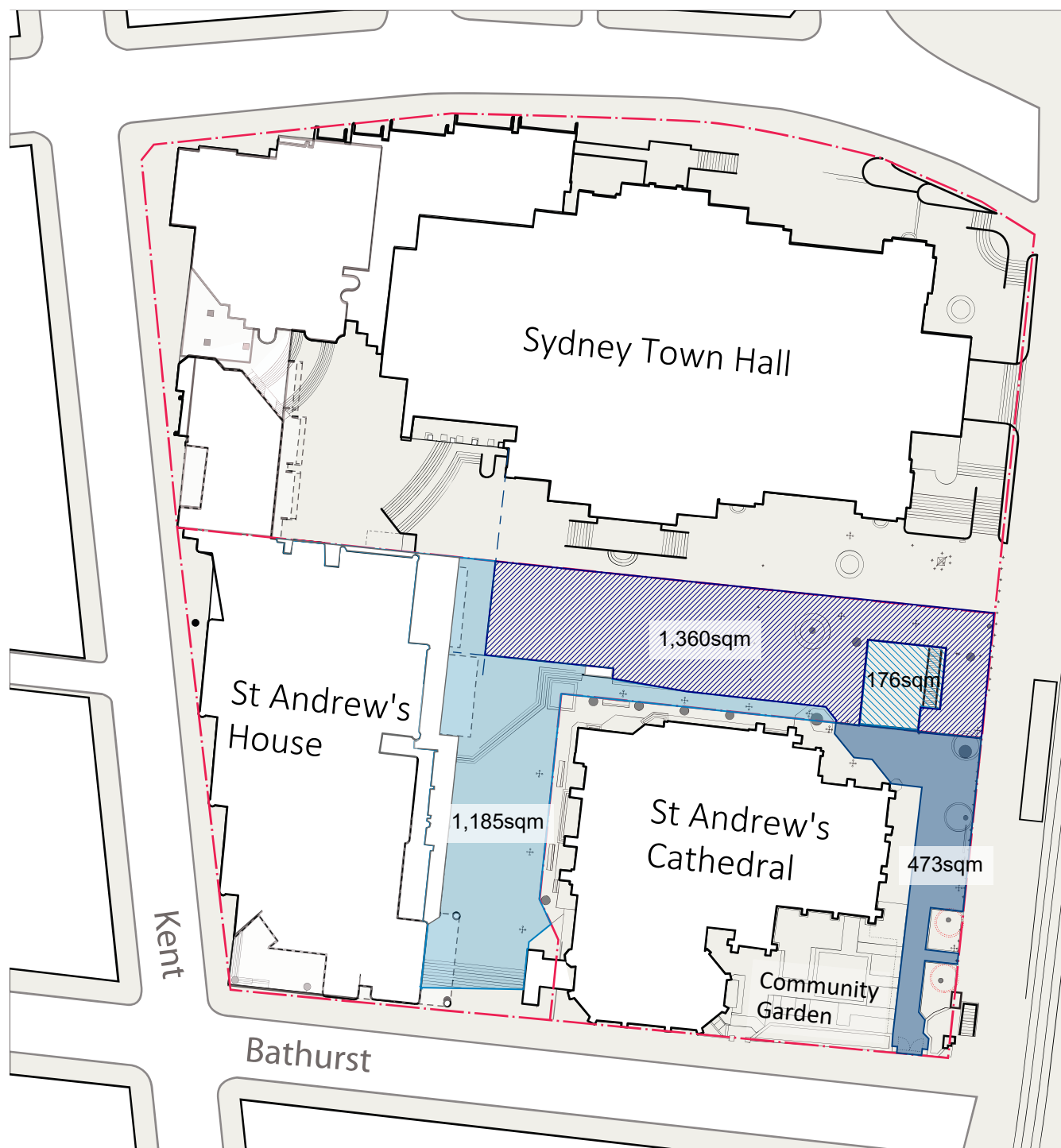
 Works

 Investigation Areas

Attachment C

Identification Plan – Lease and Easements
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Attachment C. Identification Plan - Lease and Easements



-  Main Square Lease
-  Sunken Courtyard
-  Eastern Square Easement
-  Western Square Easement

Item 8.**Tender - T-2025-1686 - Parks and Street Greening Maintenance Services**

File No: X128688

Tender No: T-2025-1686

Summary

This report provides details of the tenders received for T-2025-1686 - Parks and Street Greening Maintenance Services.

The City of Sydney delivers high quality parks and street greening assets across approximately 217 hectares of the Sydney local area, providing greening and active and passive recreation spaces for the use and enjoyment of the community.

The City's parks and street greening network has been maintained under a split service delivery model between the City's in-house Park Operations team and a contracted service provider since 2003. Each service provider is responsible for a separate service area based on a geographic split of the Sydney local area. These are referred to as the north and south service areas as defined in Attachment A to the subject report.

This report reflects the resolution of Council at its meeting on 25 August 2025 to note the re-tendering of parks maintenance services for the north service area in September 2025 with the results of the tender evaluation to be reported to Council in early 2026.

The tendered service is for the provision of:

- Preliminaries and general requirements
- Parks horticultural maintenance
- Park turf maintenance
- Sports field maintenance
- Park infrastructure maintenance
- Park cleansing
- Park resource recovery
- Street greening maintenance.

The tendered service will commence 1 June 2026 following the expiry of the current Parks and Open Space Maintenance Services contract on 31 May 2026.

This report recommends that Council accept the tender offer of Tenderer B for the provision of Parks and Street Greening Maintenance Services.

Recommendation

It is resolved that:

- (A) Council accept the tender offer of Tenderer B for Parks and Street Greening Maintenance Services for:
 - (i) the price and contingency outlined in Confidential Attachment B to the subject report; and
 - (ii) the schedule of rates outlined in Confidential Attachment C to the subject report, for a period of 5 years, with the option for 2 further terms of 2 years each, subject to satisfactory performance and other relevant considerations;
- (B) Council note that the total contract value including contingency for Parks and Street Greening Maintenance Services is outlined in Confidential Attachment B to the subject report;
- (C) authority be delegated to the Chief Executive Officer to finalise execute and administer the contract relating to the tender; and
- (D) authority be delegated to the Chief Executive Officer to exercise the option referred to in clause (A), if appropriate.

Attachments

- Attachment A.** Parks and Street Greening Service Provision Map
- Attachment B.** Tender Evaluation Summary (Confidential)
- Attachment C.** Schedule of Rates (Confidential)

Background

1. The City delivers high quality parks and street greening assets across approximately 217 hectares of the Sydney local area, providing greening and active and passive recreation spaces for the use and enjoyment of the community.
2. The City's parks and street greening network has been maintained under a split service delivery model between the City's in-house Park Operations team and a contracted service provider since 2003.
3. Each service provider is responsible for a separate service area based on a geographic split of the Sydney local area. These are referred to as the north and south service areas as defined in Attachment A to the subject report. Both service providers deliver services to meet the service levels defined in the Parks and Street Greening Specification (the Specification).
4. Council resolved to note at its meeting on 25 August 2025:
 - (a) the Parks Maintenance Cost Benefit Analysis and Service Delivery Report prepared by Morrison-Low Advisory dated July 2025 as shown at Confidential Attachment B to the subject report;
 - (b) that retaining the split provider service model using the inhouse parks operations team and a contract service provider (as outlined in Scenario 2) is significantly lower in cost and provides better value for money than bringing the parks maintenance service fully inhouse (Scenario 3);
 - (c) the costs for the different options for a new depot within the Local Government Area are significant;
 - (d) the implementation of Scenario 3 to bring the parks maintenance service fully inhouse would require a significant review of the Long Term Financial Plan to allocate the operational and capital funding required; and
 - (e) the re-tendering of the parks maintenance service for the north service area in September 2025 with the results of the tender evaluation to be reported to Council in early 2026.
5. This report reflects the delivery of clause (e) of the resolution.

Tendered Service

6. The tendered service will commence 1 June 2026 following the expiry of the current Parks and Open Space Maintenance Services contract on 31 May 2026.
7. The north service area comprises 94 hectares of parks and street greening spanning Annandale, Darlinghurst, Dawes Point, Camperdown, Chippendale, Forest Lodge, Glebe, Haymarket, Millers Point, Pyrmont, Ultimo, Surry Hills, Sydney Central Business District and Woolloomooloo.

8. There are 137 parks and 549 street greening assets within the north service area across the following park and street greening classifications:
 - (a) Iconic Parks - for example, Hyde Park, Glebe Foreshore parklands, Observatory Hill Park, Prince Alfred Park and Victoria Park.
 - (b) Neighbourhood Parks - for example, Chippendale Green, Giba Park, Harmony Park and Peace Park.
 - (c) Pocket Parks - for example, Cooper Street Reserve, John Street Reserve, Quarry Green, Robyn Kemmis Reserve and St Bartholomews Park.
 - (d) Sports Fields - for example, Jubilee Oval, Federal Park 1, The Crescent Sports Field and Wentworth Park.
 - (e) Street Greening Assets - for example, Glebe Point Road Streetscapes and Traffic Treatments, Elizabeth Street Streetscapes, Harris Street Streetscapes and Traffic Treatments and O'Connor Street Traffic Treatments.
9. The tendered service does not include services for water features, recycled water systems, urban forestry, bush restoration, minor landscape works construction, sports field maintenance services (Redfern Oval and seasonal renovation) and mobile planter display program.
10. The specification has been designed to ensure the services contribute to the following City strategies:
 - Sustainable Sydney 2030 - 2050 Continuing the Vision
 - Greening Sydney Strategy
 - Environmental Strategy 2025 - 2030
 - Stretch Reconciliation Action Plan 2025 - 2028
 - Waste Reduction and Circular Materials Strategy 2026 - 2035
 - Urban Ecology Strategic Action Plan
 - Weed Management Policy and Pesticide Use Notification Plan.
11. To promote and ensure meaningful engagement with and contribution to the City's strategic objectives, the contract for the tendered service includes:
 - (a) Clear key performance indicators to assess performance against strategic contributions, such as:
 - (i) Prioritising non-potable water, conserving potable water and managing fertiliser application for water quality.
 - (ii) Not increasing fuel consumption from baseline.
 - (iii) Reducing glyphosate and pesticide use.

- (iv) Improving biodiversity along habitat corridors and diversifying monoculture plantings with an emphasis on street greening assets.
- (v) Implementing innovations for sustainable outcomes such as electric fleet, plant and equipment.
- (vi) Establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander businesses and community through:
 - Community engagement targets
 - Employment targets
 - Subcontractor and supplier targets
 - Required increase of expenditure with Aboriginal and Torres Strait Islander subcontractors and suppliers year-on-year
 - Reporting on progress against the service provider's Reconciliation Action Plan.
- (b) Contractual mechanisms to support the administration of the key performance indicators.
- (c) Specified requirements as part of assessing the award of the first further term, such as:
 - (i) The service provider transitioning to 100% electric light commercial and passenger vehicles by 2030.
 - (ii) The service provider having a Reconciliation Australia endorsed Innovate or Stretch Reconciliation Action Plan by the end of the initial term.

12. The tendered service is for the provision of:

- (a) Preliminaries and general requirements – for example, planning, reporting, customer service, trialling and innovation of sustainability initiatives, park event liaison, sustainability, work health and safety, environmental protection and risk and emergency management services.
- (b) Park horticulture maintenance – for example, managing pest and disease, weeding, soil testing and amelioration, planting, pruning, mulching, managing floral bedding displays and water sensitive urban design features.
- (c) Park turf maintenance – for example, managing pest and disease, weeding, soil testing and amelioration, mowing, aerating, resting, oversowing, top dressing and re-turfing.
- (d) Sports field maintenance – for example, managing pest and disease, weeding, soil testing and amelioration, mowing, aerating, resting, oversowing, top dressing, line marking and managing cricket wickets.

- (e) Park infrastructure maintenance – for example, inspecting infrastructure for asset condition and maintaining playgrounds, open structures, fences and low walls, pavements and edging, sports infrastructure, furniture, irrigation and stormwater drains.
 - (f) Park cleansing– for example, inspecting and cleaning playgrounds, litter and syringe removal, graffiti removal, drain cleaning, high pressure cleaning, cleaning of infrastructure assets.
 - (g) Park resource recovery– for example, collecting and disposing of park litter bin waste, dumped waste and green waste from community greening volunteers (e.g. Landcare and Bushcare).
 - (h) Street greening maintenance – for example, managing pest and disease, weeding, planting, pruning, mulching, mowing, turfing, maintaining water sensitive urban design features and street garden hooped fencing.
13. To ensure staff managing the contract have flexibility to deliver the services, the contract for the tendered service is structured between:
- (a) Fixed annual lump sum price for core services for proactive maintenance:
 - (i) North service area: full service provision.
 - (ii) South service area:
 - Annual testing of reduced pressure zone valves (RPZ) to be provided under the tendered service as stated within the Parks Maintenance Cost Benefit Analysis and Service Delivery Report. This service requires a plumber with specialist accreditation for inspecting, commissioning and testing high hazard RPZ valves. Testing and certification of each RPZ valve is required annually. For the south service area, annual testing and certification falls within January through April and September through October.
 - (b) Schedule of rates services:
 - (i) North service area: for reactive or programmed work of variable quantity.
 - (ii) South service area: when required above the additional six FTE and to augment the existing capability and capacity to deliver specialist services as stated within the Parks Maintenance Cost Benefit Analysis and Service Delivery Report. Specialist service delivery is on an ad-hoc basis for periodic unforeseen works of variable quantity, such as responding to vandalism
14. There is no guarantee as to the volume or total value of schedule of rates services.
15. Fixed lump sum price and schedule of rates were tendered for the first year of the initial contract term, with Consumer and Wage Price Indices (CPI/WPI) adjustments to be used for any annual substantiated adjustments thereafter.

16. The specification was reviewed as part of the procurement process using data collected over the current contract, to refine the existing outcome and prescriptive service levels. Refinements aim to increase strategic alignment and improve services to the community, asset management and performance management such as:
- (a) New specification for improving biodiversity along habitat corridors, diversifying monoculture plantings and aligning park plantings with adjoining bush restoration areas.
 - (b) New specification for biomass harvesting of reed beds for biofiltration function of Lake Northam, Victoria Park wetlands and park aquatic weed management.
 - (c) Refined soil testing and improvements to mitigate risks to water quality from fertiliser application.
 - (d) Park turf maintenance separated from sports field turf maintenance to ensure clear service levels reflect what is needed from both turf assets.
 - (e) Improved infrastructure asset management including additional asset condition inspections and refined prescriptive minimum service frequencies across playgrounds, open structures, furniture, fencing and walls, boardwalks, decking and pavement, sports infrastructure and irrigation and water systems and services.
 - (f) Refined prescriptive frequencies for park cleansing and resource recovery including high pressure cleaning, drain cleaning, barbecue cleaning, litter removal from aquatic areas and additional servicing during daylight saving time, weekends and summer.
 - (g) Street greening service levels separated from park service levels and refined to reflect the complexities of that asset type and opportunities such as community greening, improving habitat corridors, diversifying plant species, addressing design defects and desire lines and including intervention triggers for installing hoop fencing.

Invitation to Tender

17. The Request for Tender was advertised on Tenderlink on 17 September 2025 and closed on 19 November 2025.
18. The Request for Tender was available on the Supply Nation and New South Wales Indigenous Chamber of Commerce websites via their member opportunity boards.

Tender Submissions

19. Three submissions were received from the following organisations:
- E.W. Edwards and T Harrison-Wynyard t/a Clean Cut Works (ABN 80 558 494 768)
 - Solutions Plus Grow Pty Ltd (ABN 60 097 217 493)
 - Green By Nature Pty Ltd (ABN 82 073 170 279)
20. No late submissions were received.

Tender Evaluation

21. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
22. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment B.
23. All submissions were assessed in accordance with the approved evaluation criteria detailed in the table below.

Evaluation Criteria - Qualitative	Evaluation Weightings
Quality and Operational Plan and Resourcing The Tenderer's: • Draft Quality and Operational Plan has all required programs and plans as set out in the specification and is clear, well written and formatted with minor work to finalise. • Draft Quality and Operational Plan is comprehensive and able to be used by personnel, with a practical structure and details a clear approach to delivering the services to meet the specification requirements. • Draft Quality and Operational Plan programs, plans and methodologies demonstrate how the Tenderer will plan and schedule proactive and reactive maintenance and inspection activities to achieve the specification. • Personnel committed to the contract have the experience and qualifications as set out in the specification, to deliver the services to meet the requirements of the specification.	28

Evaluation Criteria - Qualitative	Evaluation Weightings
- Fleet, plant and equipment resources dedicated to the Contract are sufficient to deliver the services to meet the specification requirements. The proposed resourcing can respond to potential expansion of park and street greening assets and fluctuations in service requirements due to seasonality or changes in park and street greening use etc. - Suppliers and sub-contractors are registered businesses, holding the required licenses, suitable for delivering the services to meet the specification requirements.	
Current Organisational Capacity The Tenderer demonstrates that their organisation's size and structure is sufficient to deliver the services to meet the specification requirements, including increases in service demands for the total possible contract length.	5
Modern Slavery Act Compliance The Tenderer demonstrates awareness and active management of modern slavery risks within their operations and supply chains.	2
Experience The Tenderer demonstrates comprehensive experience in: - Services under multi-year government contracts. Each of the following service types are covered within demonstrated examples: - Horticultural maintenance - Turf maintenance - Sports field maintenance - Infrastructure maintenance - Cleansing maintenance - Resource recovery maintenance - Street greening maintenance. - Delivering services in urban high-profile environments of similar context, size and complexity to that of the contract area.	15

Evaluation Criteria - Qualitative	Evaluation Weightings
Programming and managing a large and complex multidisciplinary workforce to deliver services across a range of asset types and locations to achieve client objectives and proactively manage assets.	
Methodology and Strategic Alignment The Tenderer demonstrates how they will contribute to the City meeting the strategic targets as set out below. <u>Contributing to the Environmental Strategy 2025 - 2030 targets</u> - Tenderer proposes the use of battery-powered forms of all hand-held mechanical plant to deliver the services. - Tenderer's proposed methodologies for delivering the services clearly align with and contribute to the City achieving its potable water targets. Methodologies are holistic, achievable and include proactive and reactive approaches to conserving water and managing its use. - Tenderer demonstrates commitment to transitioning to 100% electric light commercial and passenger vehicle fleet by 2030. <u>Contributing to the Waste Reduction and Circular Materials Strategy 2025 - 2035 targets.</u> - Tenderer's proposed methodologies for delivering the services clearly align with and contribute to the City achieving its resource recovery targets. Methodologies are achievable and include proactive and reactive approaches to minimising waste and prioritising circular economy principles, followed by recycling and then disposal into landfill. - Tenderer provides examples of initiatives that have already been implemented. These are used to demonstrate how they plan to implement waste minimisation and circular economy principles from their existing engagements. <u>Contributing to the Stretch Reconciliation Action Plan 2025 - 2028.</u> - Tenderer provides a copy of their endorsed Reflect Reconciliation Action Plan (RAP) or commitment to achieve an endorsed RAP within year 1 of the contract. - Tenderer demonstrates a commitment to having an endorsed Innovate or Stretch RAP by the end of the initial contract term.	10

Evaluation Criteria - Qualitative	Evaluation Weightings
- Tenderer's proposed personnel resources at least meet the specification requirements for personnel engagement and engaging ≥2 Aboriginal and Torres Strait Islander sub-contractors and ≥2 Aboriginal or Torres Strait Islander suppliers under the contract. <u>Corporate Social Responsibility and Economic Sustainability</u> - Tenderer demonstrates examples of and commitment to social and ethical initiatives and generating the local economy through employment and purchasing.	
Price Tenderer's proposed lump sum and schedule of rates.	40

Evaluation Criteria - Mandatory
- Material acceptance of the City's standard form contract - Insurances - Financial integrity - Work health and safety compliance - Heavy Vehicle National Law compliance

Performance Measurement

24. The performance of the approved service provider will be assessed against a comprehensive list of key performance indicators mapped to key result areas to manage, monitor and evaluate performance against the contract requirements. These are:
- (a) Quality and operational plan
 - (b) Resources
 - (c) Reporting
 - (d) Sustainability
 - (e) Database management

- (f) Communication
 - (g) Customer service
 - (h) Work Health and Safety
 - (i) Emergency management
 - (j) Environmental protection
 - (k) Performance audits:
 - (i) Park horticulture maintenance
 - (ii) Park turf maintenance
 - (iii) Sports field maintenance
 - (iv) Park infrastructure maintenance
 - (v) Park cleansing maintenance
 - (vi) Park resource recovery maintenance
 - (vii) Street greening maintenance
25. Performance will be reviewed against these criteria to ensure quality of service, sustainability and contribution to the City's strategic objectives relevant to the services.
26. Performance reviews will be held on a minimum monthly basis at formal contract meetings and at an annual performance review meeting.

Risks

27. A comprehensive risk assessment was undertaken to identify risks and inform the development of the specification and procurement approach. The risks associated with the tendered service are high given the service complexity, asset breadth, locations, community profile and proximity to sensitive environments.
28. To address these risks, the tender evaluation focused on tenderer experience, demonstrated competency and understanding of the service requirements, allocation of sufficient resources to deliver the services and demonstration of how they could meaningfully contribute to strategic objectives.
29. The tendered service will be managed in accordance with the tolerances set out in the City's Risk Appetite Statement, in particular the following:
- (a) Financial risk appetite:

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.

(b) Environmental and sustainability risk appetite:

The City is dedicated to actively identifying and addressing environmental risks associated with our activities and services. We prioritise prevention and proactive measures to minimise our ecological impact, conserve resources and protect ecosystems.

(c) Service delivery risk appetite:

The City's risk philosophy is centred around achieving a balance between innovation, community and user satisfaction and risk management, ensuring that we meet our strategic objectives while maintaining a robust control environment.

(d) Infrastructure, technology, assets and property risk appetite:

The City places a high priority on ensuring the continuity of essential services delivered through infrastructure assets. Our risk appetite emphasises the need to protect and maintain critical infrastructure to minimise disruption to services, meet community expectations and to ensure public safety.

Financial Implications

30. The tender price and estimated total contract value including contingency for the Parks and Street Greening Maintenance Services is detailed in Confidential Attachment B.
31. The schedule of rates is detailed in Confidential Attachment C.
32. There are sufficient funds allocated for the tendered service within the current year's operating budget and future years' forward estimates as included in the current approved Long Term Financial Plan.

Relevant Legislation

33. The tender has been conducted in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021.
34. Local Government Act 1993 - Sections 10A and 10B provide 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 if it is in the public interest to do so.
35. Attachment B and Attachment C contain confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.

36. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest. The reasons supporting this are that disclosure of the confidential information would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers. In addition, disclosure of the information provided in the course of the procurement process and the assessment of that information would prejudice the commercial position of the participants in the procurement process.

Critical Dates / Time Frames

37. The existing Parks and Open Space Maintenance Services contract expires 31 May 2026. The tendered service will commence on 1 June 2026.
38. Following the contract execution in March, a minimum 2-month contract transition period has been programmed until 1 June 2026. This period is required for the service provider to procure any resources (human, plant, fleet and equipment) and attend City facilitated training and inductions.
39. The proposed initial contract term is 5 years with 2 optional further terms of 2 years each. The total proposed contract length is 9 years, ending 31 May 2035 if both further terms are approved by the City.

Public Consultation

40. Public consultation was not required prior to the tender being advertised.

VERONICA LEE

Executive Director City Services

Jacqui Brooks, Parks Assets and Services Manager

William Pearce, Program Manager - Strategy and Contracts

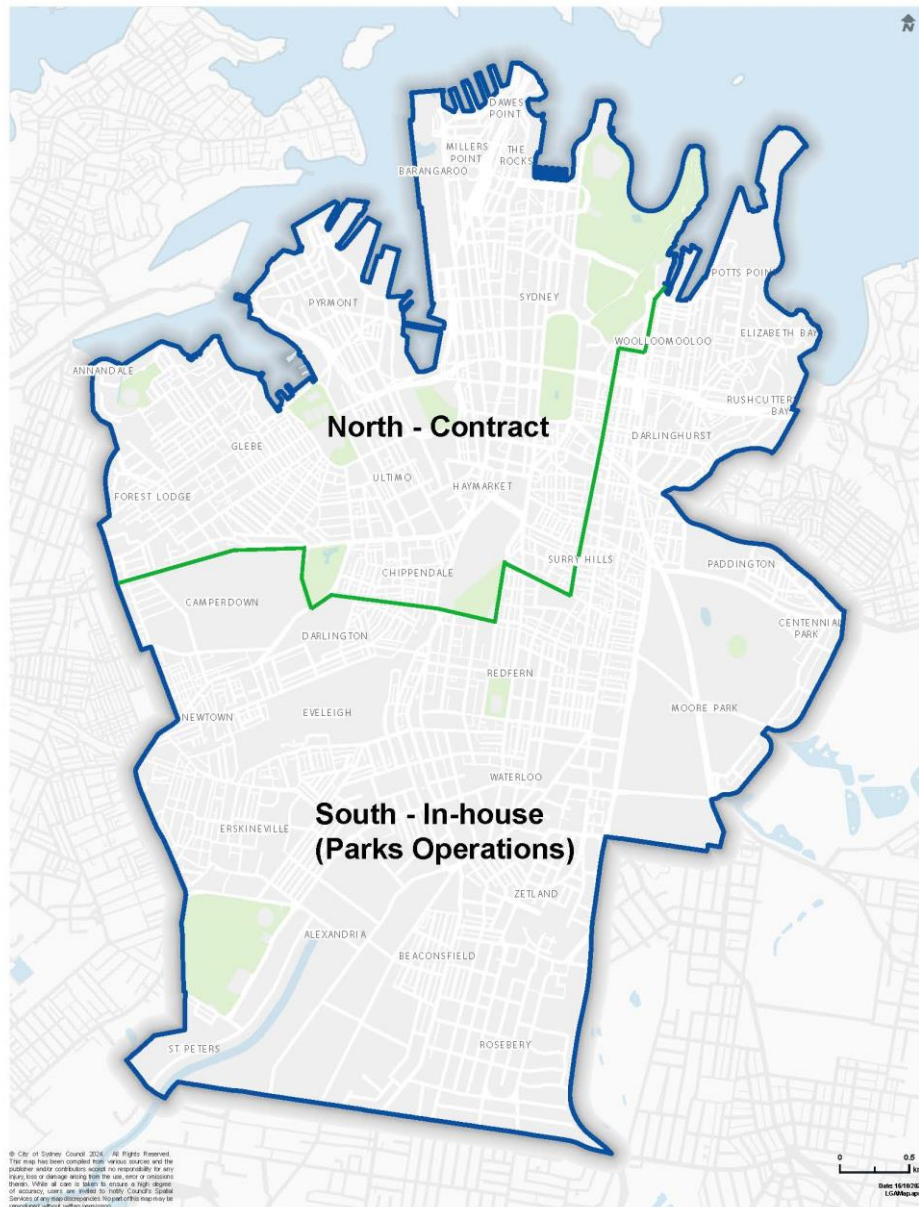
Attachment A

Parks and Street Greening Service Provision Map

Attachment A – Parks and Street Greening Service Provision Map

CITY OF SYDNEY

Parks Service Provision Map



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Item 9.**Tender - T-2025-1691 - Head Design Consultancy - Town Hall Square**

File No: X118741

Tender No: T-2025-1691

Summary

This report provides details of the tenders received for Head Design Consultancy Services for the Town Hall Square project.

The proposed Town Hall Square, located within the block bounded by George, Pitt, Park and Bathurst Streets, forms part of the continued transformation of Central Sydney and has been a long-term vision for the City for over 40 years.

In May 2025, Council resolved to accelerate the delivery of Town Hall Square, such that demolition works are targeted to commence by early 2028.

The City has sought tenders from suitably qualified and experienced consultancy teams to provide design, documentation and construction services for the Town Hall Square Project. This Head Design Consultancy Services engagement represents the next step in delivering the Town Hall Square Project.

This report recommends that Council accept the tender of Tenderer A for the provision of Head Design Consultancy Services for the Town Hall Square project.

Recommendation

It is resolved that:

- (A) Council accept the tender of Tenderer A for the provision of Head Design Consultancy Services for Town Hall Square for the price and contingency outlined in Confidential Attachment A to the subject report;
- (B) Council note that the total contract sum and contingency for Head Design Consultancy Services for Town Hall Square is outlined in Confidential Attachment A to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contracts relating to the tender.

Attachments

Attachment A. Tender Evaluation Summary (Confidential)

Background

1. The proposed Town Hall Square, located within the block bounded by George, Pitt, Park and Bathurst Streets, forms part of the continued transformation of Central Sydney and has been a long-term vision for the City for over 40 years.
2. 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.
3. In 2012, Council endorsed the Sydney Local Environmental Plan which defined the area for the future Town Hall Square project as the properties 532-540 George Street, 542-544 George Street, part 546-552 George Street, 5-7 Park Street, 295-301 Pitt Street, 303-305 Pitt Street and 307 Pitt Street.
4. Between 1985 and 2019 the City acquired 6 of the 7 buildings required for the development of Town Hall Square. The City is currently undertaking a process to acquire the property at 542-544 George Street.
5. In 2021, Council adopted the Town Hall Precinct Public Domain Plan. The plan provides a coordinated response for improvements of streets and public spaces in the precinct and includes Town Hall Square.
6. In May 2025, Council resolved to accelerate the delivery of Town Hall Square such that demolition works are targeted to commence by early 2028.
7. The City has commenced the engagement of consultants to provide services for the delivery of Town Hall Square, including a Head Design Consultant and sub-consultant team. This Head Design Consultancy Services engagement represents the next step in delivering the Town Hall Square Project.

Expression of Interest and Invitation to Tender

8. An Expression of Interest (EOI) (Stage 1) was undertaken to shortlist consultants to proceed to a selected tender process (Stage 2), in accordance with section 55(4) of the Local Government Act 1993 (NSW).
9. The Expression of Interest (E-2025-1679) closed on 23 October 2025. Thirty suppliers provided responses. Two responses were non-compliant.
10. The Expression of Interest was available on Supply Nation and NSW Indigenous Chamber of Commerce (NSW ICC) websites via their member opportunity boards.
11. All EOI submissions were assessed in accordance with the approved evaluation criteria being:
 - (a) Company Capability: Ability to design, document and deliver high quality public spaces.
 - (b) Project Experience: Project examples that demonstrate good design and experience in works of a similar complexity, scale/value and typology.
 - (c) Project Team: Project Team including identified key members from the Head Design Consultant team and key sub-consultants.
 - (d) Financial and commercial trading integrity including insurances.

- (e) Modern Slavery Act Compliance.
12. Four respondents were shortlisted from the EOI process to be invited to participate in a select Request for Tender.
13. The Request for Tender was issued through Tenderlink on 12 November 2025 for a period of 4 and a half weeks. Submissions closed on 15 December 2025.

Tender Submissions

14. Four submissions were received from the following organisations:
- Angelo Candalepas & Associates Pty Ltd (ABN 45 070 219 288)
 - Grimshaw Architects Pty Ltd (ABN 40 124 418 364)
 - Hassell Ltd (ABN 24 007 711 435)
 - Johnson Pilton Walker Pty Ltd (ABN 28 095 778 886)
15. No late submissions were received.

Tender Evaluation

16. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
17. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A.

18. All submissions were assessed in accordance with the approved evaluation criteria being:

Evaluation Criteria and Weightings

Evaluation Criteria	Evaluation Weightings %
Project Appreciation: demonstrate project specific understanding, appreciation and approach.	20%
Approach to Technical Considerations: demonstrate experience responding to the technical considerations.	20%
Project Team, Resourcing and Program: Personnel allocation including appropriate allocation of time, fees, personnel project % allocation and project commitments, project team structure, organisational structures and capacity to meet services and program and company systems that align with the values of the City of Sydney.	30%
The lump sum fee and schedule of prices	30%
Financial and commercial trading integrity	Mandatory
Material acceptance of the City's Standard Form Contract	Mandatory
Insurances are compliant with the City's standard insurance requirements	Mandatory

Performance Measurement

19. Performance will be assessed regularly at each project stage, at least annually and at the completion of the contract. Each assessment will form the basis of the Performance Review.
20. The City will ensure that performance standards are monitored by:
- (a) Measuring against Key Performance Indicators indicated in the Request for Tender document, in particular the Schedule of Services
 - (b) Requiring compliance with all the relevant Australian Standard, the Building Code of Australia (NCC) and Council policies
 - (c) Consulting with stakeholders to confirm scope and standards are met
 - (d) Monitoring the program and assessing progress claims against the contract.

Risks

21. This is a large and complex project located in the heart of central Sydney. The project and design safety risk assessments will be continuously reviewed and updated through the life of the project to identify significant risks and proposed control measures.
22. Initial project risk assessments have been undertaken during the development of the project scope and include:
 - (a) Latent conditions identified once construction has commenced - Intrusive site investigations to be completed prior to commencement of works.
 - (b) State Owned Transport Infrastructure Adjoining the Site imposing conditions on design and / or construction - Early consultation and engagement with State agencies has commenced.
 - (c) Construction impacts on surrounding buildings and transport infrastructure - This will be mitigated through sequencing of works, general timing of works, and nominating 'quiet' periods.
23. This approach is within 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.

Financial Implications

24. There are sufficient funds allocated for this project within the current year's capital works budget and future years' forward estimates.
25. The total contract sum and contingency for Head Design Consultancy Services is detailed in Confidential Attachment A.

Relevant Legislation

26. The tender has been conducted in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2021.
27. Local Government Act 1993 - Sections 10A and 10B provide 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 if it is in the public interest to do so.
28. Attachment A contains confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
29. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest. The reasons supporting this are that disclosure of the confidential information would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers. In addition, disclosure of the information provided in the course of the procurement process and the assessment of that information would prejudice the commercial position of the participants in the procurement process.

Critical Dates / Time Frames

30. Current program dates are:

(a) Concept development	Early-mid 2026
(b) Lodge Development Application	End 2026
(c) Documentation	End 2026 - mid 2027
(d) Demolition commences	Early 2028
(e) Completion	Early 2031
31. To ensure delivery of the target dates, the contract needs to be signed and design activities are to commence in March 2026.
32. Deferring appointment of this consultant will delay the project and extend the completion date resulting in escalated costs.

Public Consultation

33. Extensive community consultation and engagement was undertaken as part of Sustainable Sydney 2030 and Sustainable Sydney 2030-2050: Continuing the Vision and for the Town Hall Precinct Public Domain Plan.
34. Public consultation will be undertaken as part of the development of the concept design for the square and during the planning approval process for the project.
35. Statutory notification periods and exhibition will be undertaken as part of the Development Application process.

KIM WOODBURY

Chief Operating Officer

Marcia Morley, Executive Manager Project Development and Delivery

Anna Field, Development Manager

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Item 10.**Negotiation Outcome – T-2024-1253 – City of Sydney Leisure (Active Wellbeing) Services****File No: X099484.010****Tender No: 2024-1253****Summary**

This report provides details of the negotiation process for the City of Sydney Leisure (Active Wellbeing) Services contract and a recommendation following the finalisation of that process. This service covers the management of the City's 6 aquatic and leisure centres, which are vibrant, much-loved community hubs that support health, wellbeing, social connection and inclusivity.

Physical activity is the cornerstone of good health and wellbeing, and collectively these centres represent the largest frontline service provided by Council to the community. They deliver an extensive range of aquatic, fitness, sport and wellbeing programs each week, catering to all ages and abilities from learn-to-swim and water-based therapy to group fitness, team sports, and rehabilitation programs. Across the 5 operating centres last year, 1.92 million visits were recorded, reflecting their enduring popularity and value to the community (noting that ABC Pool was closed for renovations).

The City of Sydney Leisure (Active Wellbeing) Services contract represents a highly strategic and large-scale opportunity for the leisure management sector and is recognised as one of the largest of its kind in Australia.

The City initially undertook a 2-stage tender process for the fee-for-service contract, comprising a 4-year initial term with a 2-year extension option at the City's discretion. The process commenced with an Expression of Interest to shortlist potential suppliers, followed by a formal select tender process.

On 7 April 2025, Council resolved to decline all tender offers received and delegated authority to the Chief Executive Officer to enter into negotiations. In line with this resolution, negotiations were undertaken by the City Greening and Leisure unit on behalf of the Chief Executive Officer, with the outcome of negotiations to be reported back to Council.

Following a robust procurement and due diligence process, this report recommends that Council accept the negotiated offer from Tenderer C for the management of the City of Sydney Leisure (Active Wellbeing) Services for a contract term of 4 years, with a 2-year extension option at the City's discretion, based on performance, and approve the price and contingency as outlined in Confidential Attachment B.

Recommendation

It is resolved that:

- (A) Council note the outcome of the negotiations for management of the City of Sydney Leisure (Active Wellbeing) Services contract as detailed in Confidential Attachment B to the subject report;
- (B) Council accept the negotiated offer from Tenderer C for management of the City of Sydney Leisure (Active Wellbeing) Services contract for the term of 4 years with a 2-year option at the City's discretion, based on performance for the price and contingency outlined in Confidential Attachment B to the subject report, noting that the transition period will commence on 1 April 2026 and the new contract will commence on 1 July 2026;
- (C) Council note that the total contract sum and contingency for management of the City of Sydney Leisure (Active Wellbeing) Services contract is outlined in Confidential Attachment B to the subject report;
- (D) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contract relating to the negotiation outcome; and
- (E) authority be delegated to the Chief Executive Officer exercise the option referred to in clause (B), if appropriate.

Attachments

Attachment A. 7 April 2025 Resolution of Council

Attachment B. Negotiation Process and Financial Implications (Confidential)

Background

1. The City owns 6 world-class aquatic and leisure centres - Andrew (Boy) Charlton Pool, Cook and Phillip Park Aquatic and Fitness Centre, Gunyama Park Aquatic and Recreation Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park Pool and Victoria Park Pool, which are primary locations for delivery of active wellbeing services.
2. These centres are a vital part of the City's community services, operating year-round or seasonally. They play a key role in strengthening communities by supporting and encouraging adults, children and young people to be more physically active. Collectively, they represent the largest frontline service provided by the City. Across the 5 operating centres last year (as ABC Pool was closed for renovations), 1.92 million visits were recorded. While they generate significant revenue and social value, the centres also face operational challenges, including a notable annual operating deficit. These centres are resource-intensive to operate and maintain to the standards expected in a capital-city environment, which contributes to the overall cost of service delivery.
3. Managing these high-demand, market-driven services is complex and carries financial risks, requiring responsiveness to trends, user preferences and revenue opportunities while balancing costs with community service provision.
4. The City of Sydney Leisure (Active Wellbeing) Services contract represents a highly strategic and large-scale opportunity for the leisure management sector and is recognised as one of the largest of its kind in Australia.
5. The City undertook a 2-stage tender process for fee-for-service contract, comprising a 4-year initial term with a 2-year extension option at the City's discretion. The process commenced with an Expression of Interest in February 2024 to shortlist potential suppliers, followed by a formal select tender process in October 2024.
6. On 7 April 2025, Council declined to accept the tender offers received and delegated authority to the Chief Executive Officer to enter into negotiations with a view to entering into a contract on terms that are appropriate for the service. Acting under this delegated authority, the City Greening and Leisure unit led the negotiation process on behalf of the Chief Executive Officer, supported by appropriate subject matter experts throughout the process. Through an in depth negotiation process, the City obtained detailed responses on matters identified during the tender, allowing a recommendation to be made for Council's endorsement of the negotiated outcome and award of the contract.
7. To ensure continuity of service during the negotiation period the 2 current contracts with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust were extended to a revised expiry date of 30 June 2026.
8. A comprehensive negotiation plan was developed to guide the process, with negotiations commencing in August 2025. The process was extensive, with multiple negotiation rounds undertaken before final submissions were received on 10 December 2025, ensuring a thorough, structured and robust process. Independent probity involvement supported the negotiations, providing assurance of an appropriate and transparent approach.

9. This report recommends proceeding with the negotiated offer from Tenderer C for the management of the City of Sydney Leisure (Active Wellbeing) Services contract. Details of the negotiation process and negotiated offer are provided in Attachment B - Negotiation Process and Financial Implications (Confidential).
10. Several functions will remain the responsibility of the City and sit outside the scope of the new service contract. These will continue to be managed through existing City contracts or internal teams. The following works and responsibilities are excluded from the services:
 - (a) Management of the base building structure and associated asset services, which will continue under the City's existing facility management contract, currently delivered by Ventia.
 - (b) Payment and management of gas, water and electricity services.
 - (c) Replacement or major repair of City-owned assets and operational equipment, required due to failure, wear and tear or end-of-life.
 - (d) Maintenance and cleaning of the public jetty/pontoon adjacent to Andrew (Boy) Charlton Pool.
 - (e) Management of the Bullecourt publicly accessible lift adjacent to Ian Thorpe Aquatic Centre.
 - (f) Provision of waste collection services.
 - (g) Repair of vandalism (excluding internal graffiti).
 - (h) Landscaping and irrigation.
 - (i) Management of the independent car park adjacent to Cook and Phillip Park Pool.
 - (j) Administration of the 'Parking, Swim and Gym' scheme at Gunyama Park Aquatic and Recreation Centre.
 - (k) High level cleaning above 2 metres.
 - (l) Maintenance or cleaning of the public toilet adjacent to the entry of Prince Alfred Park Pool.
11. Within this framework the Tenderer will be responsible for the day-to-day operation and management of the centres. This includes operating the pools and associated facilities, delivering programs and services to the community and ensuring the centres are safe, inclusive and well managed. The responsibilities under the contract include:
 - (a) Operating the centres in accordance with approved plans, quality systems and all relevant legislation, guidelines and industry standards.
 - (b) Managing pool operations, including water quality, filtration systems, chemical dosing and compliance with public health requirements.
 - (c) Delivering a diverse range of programs, activities and events that support community health and wellbeing, including culturally safe and inclusive services.

- (d) Providing high quality customer service, membership administration, digital platforms and communication channels.
 - (e) Ensuring the centres are appropriately staffed with qualified and trained personnel, with strong emphasis on safety, supervision, child-safe practices and customer experience.
 - (f) Managing day-to-day operational maintenance, cleaning and presentation of the centres, and working with the City to support planned asset maintenance and renewal works.
 - (g) Overseeing financial management, reporting, compliance and risk management obligations under the contract.
 - (h) Implementing sustainability initiatives and environmentally responsible practices across energy, water and waste.
 - (i) Engaging with community groups, clubs, user groups and industry partners to support participation, programming and pathway opportunities.
 - (j) Conducting customer experience research, satisfaction surveys and continuous improvement initiatives.
 - (k) Managing ancillary services such as cafés, retail, crèche service at Gunyama Park Aquatic and Recreation Centre, managing program bookings and hire arrangements.
 - (l) Supporting the City with operational advice, infrastructure planning and delivery, and meeting agreed performance indicators and measures.
12. A range of new initiatives will be introduced to improve service delivery, expand access and strengthen community wellbeing. These initiatives address barriers to participation and ensure services are more inclusive and responsive to community needs. In addition, several operational adjustments will support more cohesive precinct-based delivery and enhance the overall customer experience.
- (a) Active Communities Program:
 - (i) A dedicated Active Communities team of four, including an identified First Nations position, to lead program development, support culturally appropriate engagement and strengthen inclusion across service delivery.
 - (ii) Targeted programs to increase physical activity for all age groups, particularly less active and underrepresented priority communities, delivered in centres and community settings.
 - (iii) A community bus service to support City Access Card holders who face accessibility barriers, improving access to facilities and participation opportunities.
 - (b) Additional community wellbeing initiatives:
 - (i) Membership initiatives that provide safe and anonymous access to services for individuals experiencing family and domestic violence.

- (ii) Health focused programs, including an annual health summit to identify priorities, engage inactive communities and reduce social isolation.
- (c) Broader service and organisational improvements:
 - (i) Bringing currently non-operational cafés back into service, improving activation of centres and enhancing the overall customer experience.
 - (ii) The Gunyama synthetic sportsfield will be removed from the operational scope under the contract. Day-to-day management of the sportsfield will be undertaken directly by the City.. Ongoing refinement of digital and technology planning to align with industry trends, the City's digital strategy and evolving community needs.
 - (iii) Environmental practices that support net-zero carbon reduction targets, minimise chemical consumption and contribute to broader sustainability outcomes.
 - (iv) Measurement of social impact and social value through indicators that track outcomes such as physical activity, health improvements and social inclusion, supported by regular reporting.
- 13. Transition will commence on 1 April 2026 and the new contract will commence on 1 July 2026.

Risks

- 14. The City is responsible for the strategic planning and oversight of its active wellbeing services, which play a key role in promoting physical activity, improving public health and enhancing community resilience, particularly for priority communities.
- 15. This approach is within the City's risk appetite, which states:
 - (a) 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.
 - (b) Our risk philosophy is centred around achieving a balance between innovation, community and user satisfaction and risk management, ensuring that we meet our strategic objectives while maintaining a robust control environment.
 - (c) We have an open appetite for changes to procedures and practices to accommodate improved environmental outcomes.
 - (d) We have no appetite for any activities in our services for children and young people that pose a serious threat to their physical or psychological wellbeing. We will prioritise immediate corrective actions to eliminate such risks promptly.
 - (e) We aim to strike a balance between achieving our strategic objectives, implementing change and embracing innovation, and protecting our reputation.
- 16. The recommended contract award aligns with this risk appetite by ensuring delivery of active wellbeing services, embedding the new contract specifications and maintaining ongoing stakeholder engagement.

Financial Implications

17. The total estimated cost of the contract (excluding base building structure and associated asset services, utilities and depreciation) and the proposed contingency for the 6-year, fee-for-service contract is detailed in Confidential Attachment B.
18. There are sufficient funds allocated within the City's Long Term Financial Plan for this contract.

Strategic Alignment

19. The negotiated contract aligns with the City's endorsed strategies and action plans, delivering outcomes across health and wellbeing, social sustainability, cultural inclusion, reconciliation, environmental sustainability and local economic benefit.
20. To ensure strong alignment with City priorities and the guiding principles established for this contract, the Community and Social Impact Priorities (CASIP) framework was developed specifically for this purpose. The CASIP brings the City's commitments together in a single, integrated framework. It informed the service specification, guided the evaluation process and will continue to shape detailed business planning with the recommended tenderer.
21. The contract scope has been refined to strengthen strategic outcomes. The City will manage the Gunyama Park synthetic sportsfield in-house to integrate it with the Alexandria Park and Perry Park synthetic sportsfields. The recommended tenderer will directly operate the centre cafés (except at Gunyama), supporting more consistent service delivery and stronger alignment with City priorities.
22. Performance against the CASIP framework will be monitored and reported alongside other contractual measures, providing a clear and comprehensive view of service delivery and outcomes over the life of the contract.
23. The negotiated contract ensures continuity of consistent, high-standard services for the community while advancing the City's broader social, environmental and economic objectives.

Performance Management

24. Operational and financial performance will be monitored on a bimonthly, biannual and annual basis through meetings, presentations, reports, feedback and other information sources. Performance targets will primarily be drawn from the Tenderer's commitments and cover:
 - (a) Community and social impact.
 - (b) Attendance and usage.
 - (c) Financial performance.
 - (d) Staff retention and workforce engagement.
 - (e) Utilities usage.

- (f) Program and services delivery.
 - (g) Customer experience.
 - (h) WorkCover incidents and incident notifications.
 - (i) Royal Lifesaving aquatic facility safety assessments.
 - (j) Royal Lifesaving mystery guest assessments.
25. Additional measures will be collectively agreed to ensure alignment with broader goals and objectives and operational priorities, including:
- (a) Community engagement.
 - (b) Outcome measurement.
 - (c) People and culture management.
 - (d) Environmental sustainability.
 - (e) Marketing and promotions.
 - (f) Asset and equipment maintenance.
 - (g) User satisfaction and experience.
 - (h) Contract compliance.
26. The City has also developed a set of overarching key performance indicators that link to these performance measures and will form the basis for assessing the contractor's performance over the initial contract term. Some performance measures are prescribed in the specification and aligned to the key performance indicators and guiding principles, while additional collective measures will be developed with the Tenderer during transition. These indicators are:
- (a) Improving the physical, social and mental health and wellbeing of the community.
 - (b) Providing access for all by supporting underrepresented groups within the community.
 - (c) Enhancing community connection and providing social and economic benefit for the City.
 - (d) Delivering financially sustainable services that support community health and ensure operational excellence.
 - (e) Providing safe, welcoming and well-maintained facilities that meet community expectations.
 - (f) Delivering best practice facility management operations.
 - (g) Embedding environmentally sustainable practices to assist the City in achieving its environmental targets.

Relevant Legislation

27. The tender and negotiation has been conducted in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021.
28. Local Government Act 1993 - Sections 10A and 10B provide 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 if it is in the public interest to do so.
29. Attachment B contains confidential commercial information of the tenderers and details of Council's tender evaluation, negotiation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the people who supplied it.
30. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest. The reasons supporting this are that disclosure of the confidential information would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers. In addition, disclosure of the information provided in the course of the procurement process and the assessment of that information would prejudice the commercial position of the participants in the procurement process.

Critical Dates / Time Frames

31. The current contracts expire on 30 June 2026.
32. The new contract timetable is:
 - (a) Contract execution: March 2026
 - (b) Transition: April to June 2026
 - (c) Contract term: Four years (ending 30 June 2030)
 - (d) Contract option term: Two years (ending 30 June 2032)
33. The 2-year extension will be at the City's absolute discretion, subject to satisfactory performance.
34. The transition period, as outlined in the contract timetable, will run from 1 April to 30 June 2026.

Options

35. Award the contract to Tenderer C as outlined in Confidential Attachment B (Recommended). Council carefully considered alternative management options, including in-house operation and Council-owned company models, as part of the management options evaluation report in September 2023. That report endorsed an outsourced model and this option gives effect to that decision. It also implements updated contract specifications and secures value for money through a negotiated process that has been subject to independent probity oversight.
36. Not award a new contract. This is not viable or recommended. If no new contract or alternative management model is in place by 1 July 2026 when the current contracts end, all 6 centres would be required to be closed for an indefinite period. This would immediately halt service delivery, disrupting access for the community, with 2.1 million visits projected this year (averaging 40,300 visits each week) and would also directly affect a large workforce of over 500 staff employed across the centres.
37. Council carefully considered alternative management options, including in-house operation and Council company models, as outlined in the confidential report on the Future Management and Operation of Aquatic Leisure Centres. On 18 September 2023, Council endorsed outsourcing as the model best aligned with its strategic objectives. This tender directly implements that decision.

Public Consultation

38. No public consultation has been undertaken in relation to the tender and negotiation process.
39. Following contract award a communication and engagement plan will be finalised to guide stakeholder information and engagement activities. A separate transition plan will also be completed to coordinate the steps required to move from contract award to commencement, helping to minimise impacts on the ongoing provision of services at all centres.

Probity Report

40. Given the value and complexity of the contract, probity has been prioritised in the negotiation process. A probity advisor from O'Connor Marsden Associates (OCM) was engaged to attend all meetings with tenderers. The probity advisor has provided a report confirming that nothing has come to OCM's attention to indicate that the evaluation procedures carried out by the City were not compliant with relevant probity principles and in accordance with the endorsed probity plan. OCM also reviewed the negotiation protocol and process prior to the commencement of negotiations.

VERONICA LEE

Executive Director City Services

Collette Holland, City Leisure Services Manager

Attachment A

7 April 2025 Resolution of Council

Resolution of Council

7 April 2025

Item 6.6

Tender – Reject and Negotiate - T-2024-1253 – Management of the City of Sydney Leisure (Active Wellbeing) Services / Exemption from Tender and Contract Variations - Management of Aquatic and Leisure Facilities - Belgravia Leisure

It is resolved that:

- (A) Council decline to accept the tender offers received for City Leisure (Active Wellbeing) Services for the reasons outlined in Confidential Attachment A to the subject report;
- (B) Council does not invite fresh tenders as it is considered that inviting fresh tenders would not attract additional suitable tenderers over and above those that have responded to this tender, noting all major management groups were given the opportunity to participate through a targeted Expression of Interest and subsequent select tender process;
- (C) authority be delegated to the Chief Executive Officer to enter into negotiations with any person including the tenderers identified in Confidential Attachment A to the subject report with a view to entering into a contract on terms that are appropriate in relation to the subject matter of the tender;
- (D) as part of the negotiations, Council considers the competitiveness of wages and benefits paid for staff directly engaged in the provision of services to the community in Aquatic and Leisure Facilities;
- (E) Council note that the outcome of negotiations will be reported back to Council for Council endorsement;
- (F) Council approve an exemption from tender in accordance with section 55(3)(i) of the Local Government Act 1993 to extend the current contracts for the management of Cook and Phillip Park Aquatic and Fitness Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park, Victoria Park and Andrew (Boy) Charlton Pools; and the contract for Gunyama Park Aquatic and Recreation Centre with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust for an additional 12 months with a revised expiry date of 30 June 2026;

- (G) Council note that a satisfactory result would not be achieved by inviting tenders for these services because the extension is required to ensure service continuity to finalise negotiations following a thorough tender process;
- (H) Council approve a variation to the two current contracts with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust to change the term of the existing contracts to expire on 30 June 2026, adding transitional provisions to align the two contracts, including the financial arrangements, and to increase the total contract value of both contracts as outlined in Confidential A of this report. The required funding is reflected in the 2025/26 draft operating budget; and
- (I) authority be delegated to the Chief Executive Officer to negotiate, execute, and administer the variation to the contracts and enter into any necessary documentation with the current supplier to give effect to the resolutions above.

The motion, as varied by the consent, was carried on the following show of hands –

Ayes (8) The Chair (the Lord Mayor), Councillors Arkins, Gannon, Kok, Maxwell, Miller, Weldon and Worling

Noes (2) Councillors Ellsmore and Thompson.

The motion, as varied by consent, was carried.

X099484.010

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Item 11.**Tender - Reject and Negotiate - T-2025-1605 - Head Contractor - Jubilee Park Amenities**

File No: X089548.006

Tender No: T-2025-1605

Summary

This report provides details of the tenders received for the Head Contractor - Jubilee Park Amenities. The proposed contract term for the Head Contractor is a period of one year.

Jubilee Park and Oval and Bicentennial Park East form the eastern half of Johnstons Creek Parklands (parklands) in Glebe. The parklands are Crown land and the management and improvement of the parklands is informed by the Johnstons Creek Parklands Plan of Management and the Johnstons Creek Parklands Masterplan (masterplan). The City has been progressively improving the parklands and this project is the next stage of improvement works informed by the masterplan recommendations and a review of facilities for sporting groups using the oval.

The oval and parks are important open spaces and are very well utilised by the local community and sporting groups. Community and sporting groups using the eastern parklands currently have access to 2 aging public toilet buildings and an accessible toilet in the Jubilee Oval Pavillion. Sporting groups with oval bookings also have access to 2 change rooms located in the Jubilee Oval Pavillion and storage spaces in the Jubilee Viaduct Archways.

In March 2025 Council endorsed proceeding with documentation, required planning approvals, and tender for construction works for the demolition of 3 existing buildings (recommended in the masterplan), landscaping works, construction of a new public toilet building at the western edge of Jubilee Oval (recommended in the masterplan) and conversion of the existing accessible toilet in the Jubilee Oval Pavillion for use as an umpire's room by sporting groups.

This report recommends that Council decline to accept the tender offers received for the Head Contractor - Jubilee Park Amenities and enter into negotiations with suitable vendors to deliver the project scope.

Recommendation

It is resolved that:

- (A) Council decline to accept the tender offers for the Head Contractor - Jubilee Park Amenities for the reasons set out in Confidential Attachment A to the subject report;
- (B) Council does not invite fresh tenders, as it is considered that inviting fresh tenders would not attract additional suitable vendors over and above those that have responded to this tender;
- (C) authority be delegated to the Chief Executive Officer to enter into negotiations with any person with a view to entering into a contract on terms that are appropriate in relation to the subject matter of the tender;
- (D) authority be delegated to the Chief Executive Officer to negotiate, execute and administer the contracts relating to the tender; and
- (E) Council be informed of the successful vendor via the CEO Update.

Attachments

Attachment A. Tender Evaluation Summary (Confidential)

Background

1. Jubilee Park and Oval are located in the Johnstons Creek Parklands (parkland) in Glebe.
2. Jubilee Park was set aside as a commemorative park for the municipal jubilee of Glebe Council in 1909, with a cricket oval and Grandstand 'pavilion' constructed in 1910. The Park and Oval are a local heritage item (16480) and the Jubilee Park Viaduct which forms the southern edge of the site that is a State Heritage-listed item (I32).
3. Management and improvement of the parklands is informed by the Johnstons Creek Parklands Plan of Management and the Johnstons Creek Parklands Masterplan (masterplan). The City has been progressively improving the parklands informed by the masterplan recommendations and the Plan of Management. This project is the next stage of improvement works.
4. The two public toilets at Jubilee Park and Oval that were originally built in the 1950s, are aging and not compliant with current accessibility standards. The accessible toilet and changing rooms within the Jubilee Oval Pavilion were built in 2006 and have recently been upgraded to modernise these facilities. There is a third small brick building at the eastern side of Jubilee Oval which has been closed since 2015. This building was formerly used as an umpire's room by the Balmain South Sydney Cricket Club.
5. The project scope is informed by the masterplan recommendations and includes the demolition of the three existing buildings, landscape integration works and construction of a new public toilet building on the western edge of Jubilee Oval.
6. The objectives of the project are to:
 - (a) Improve user amenity by providing a facility which is shared, functional and fit for purpose; as well as equitable, accessible, gender-diverse and inclusive.
 - (b) Provide a simple, well-designed, robust facility that provides for the specific demands of park users in the smallest provision and footprint possible.
 - (c) Provide amenities that are centrally located and visible to the main use areas, but discreet enough to not visually dominate the significant heritage landscape.
 - (d) Minimise building footprint and built volume to maximise green open space and ensure visual permeability and safety in its park location.
7. The new public toilet building is based on the City's 'Standard Park Toilet' typology and includes:
 - (a) 4 all-gender individual toilet cubicles
 - (b) 1 all-gender ambulant toilet cubicle
 - (c) 1 all gender accessible toilet cubicle, with baby change
 - (d) services cupboard for building switchboard and lighting
 - (e) communal external hand wash basin under the shade awning and

- (f) minor landscape integrations works, including adjacent path alterations to address the new building levels, making good of the landscape areas impacted by the demolition of existing western amenities building with replacement turf and resilient planting beds.
8. Landscape integration works including turf and resilient planting beds will be planted where buildings are removed to return the footprints of the east amenities and small brick building to green space.

Invitation to Tender

9. The Request for Tender for Head Contractor - Jubilee Park Amenities was advertised on TenderLink on 1 October 2025 and remained opened for a period of 5 weeks until 6 November 2025.
10. The Request for Tender was available on the Supply Nation and NSW Indigenous Chamber of Commerce (NSW ICC) websites via their member opportunity boards.

Tender Submissions

11. Two submissions were received from the following organisations:
- Metro Construction Group Pty Ltd (ABN: 24 615 039 364)
 - RELD Group Pty Ltd (ABN: 31 623 218 397)
12. No late submissions were received.

Tender Evaluation

13. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
14. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A.

15. All submissions were assessed in accordance with the approved evaluation criteria being:

Evaluation Criteria	Evaluation Weightings %
Company Capacity and Capability: provision of company information, organisational structure, social and sustainable initiatives (including modern slavery commitments), and demonstrated experience in delivering projects within operational park environments. Provide three examples of projects of similar size and nature that clearly demonstrate the capacity and capability to deliver the scope outlined in the project specification	20%
Personnel Capability: Specified project team personnel & sub-contractor's skills and qualifications including position, % of time on the project, and relevant experience of personnel including working in an operational park environment	15%
Proposed Methodology: Project approach to deliver the works including proposed staging to minimise the impact on viaduct tenants, park users, and site access. Methodology to respond to site specific considerations related to Site Management Plan, Traffic & Pedestrian Management Plans, tree protection, land remediation and National Heavy Vehicle Law Chain of Responsibility. Demonstrate quality of project documentation by providing examples of Management Plans for each of the following areas: WHS, Construction & Environmental, Sustainable Outcomes and Waste Management.	40%
Program for Project (Schedule H): Program that reflects the proposed methodology and staging of works to minimise impact to viaduct tenants and sports field operations. Program to demonstrate capacity to achieve the deliverables and includes; program duration, sequencing and appropriately detailed breakdown of work tasks; and consideration of contract requirements including hold/witness points and milestones.	25%
Lump sum price and schedule of rates	N/A
Financial and commercial trading integrity	Mandatory
Insurances are compliant with the City's standard insurance requirements, as confirmed by the Risk office	Mandatory
Material Acceptance of the City's Standard Form Contract	Mandatory

Risks

16. The City maintains a cautious appetite for financial risk. The rejection of this tender and a period of negotiation with appropriate suppliers will ensure that we engage a suitably qualified contractor for the works and minimise the likelihood of financial losses.
17. The recommendation in this report is consistent with the City's Risk Appetite Statement for Infrastructure, Technology, Assets and Property. We place a high priority on ensuring the continuity of essential services delivered through infrastructure assets. Our risk appetite includes an emphasis on minimising disruption to services, meeting community expectations and ensuring public safety.

Financial Implications

18. There are sufficient funds allocated for this project within the current year's budget and future year's forward estimates.

Relevant Legislation

19. The tender has been conducted in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021.
20. Local Government Act 1993 - Sections 10A and 10B provide 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 if it is in the public interest to do so.
21. Attachment A contains confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
22. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest. The reasons supporting this are that disclosure of the confidential information would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers. In addition, disclosure of the information provided in the course of the procurement process and the assessment of that information would prejudice the commercial position of the participants in the procurement process.

Critical Dates / Time Frames

23. The following key dates apply to this project:

- | | |
|---|---------------|
| (a) Council approval to reject and negotiate | February 2026 |
| (b) Target Chief Executive Officer approval to execute contract | Mid 2026 |
| (c) Forecasted contractor site establishment | Late 2026 |
| (d) Forecasted date for construction completion | Late 2027 |

Options

24. Alternative options for construction delivery are:

- (a) Cancel and re-advertise the tender. This is not recommended as it is not expected to provide a better outcome, and the new process would delay the delivery of works and extend timelines for completion.
- (b) Not proceed with the project, which is not recommended as the proposed amenities are required to meet community needs and align with adopted strategic plans including the Johnstons Creek Parklands Plan of Management and the Johnstons Creek Parklands Masterplan (masterplan).

Public Consultation

25. Community consultation was undertaken on the project scope via public consultation/exhibition. The public consultation involved the following:

- (a) Letters advertising the online feedback portal were distributed to the local area. 900 letters were distributed
- (b) Email to key stakeholder, the sporting group oval users and AGP tenants (spaces beneath the light rail viaduct), advertising the online feedback portal
- (c) A webpage on Sydney Your Say showing the plans from 22 November 2024 to 19 December 2024. The page included an electronic copy of the draft concept design and other key information about the consultation
- (d) An online feedback form
- (e) Three signs were placed on the existing buildings with details about how to leave feedback online.

26. A public exhibition of detailed demolition plans was undertaken between 16 January 2025 to 14 February 2025 as part of the planning approval process.
27. Project updates will be provided to the community as the project progresses. Updates will include:
 - (a) Notification letters will be sent to adjoining property owners and businesses prior to construction commencement.
 - (b) During construction, the contractor will be required to nominate a community liaison officer as part of their team to ensure ongoing communication and coordination with all stakeholders.

KIM WOODBURY

Chief Operating Officer

Paula Yu, Specialist Project Manager

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Item 12.**Exemption from Tender and Contract Variation - Crowd and Transport Services for 2026 Sydney New Year's Eve**

File No: X117678.003

Summary

This report seeks an exemption from tender for Crowd and Transport Management for 2026 Sydney New Year's Eve and requests Council approve a contract variation to Hostile Vehicle Mitigation for Major Events and Festivals, whereby the scope for Crowd and Transport Management will be varied into this existing contract to streamline the service delivery.

Owned and produced by the City of Sydney (the City), Sydney New Year's Eve is a local and global celebration.

The City has responsibilities for the event as both the event owner and as a key landowner for areas that attract large crowds. These include responsibilities relating to the management of crowds and traffic for the event. The City requires the services of an experienced organisation to provide expert crowd and transport planning services and management to ensure the safe and successful delivery of the event.

The City's current contract for Crowd and Transport Management has been terminated and this report recommends varying the scope of services into its existing contract for Hostile Vehicle Mitigation for Major Events and Festivals, to cover the 2026 event.

This report recommends that Council grant an exemption from tender for Crowd and Transport Management for 2026 Sydney New Year's Eve and that Council approve a contract variation for Hostile Vehicle Mitigation for Major Events and Festivals.

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 Crowd and Transport Management for 2026 Sydney New Year's Eve;
- (B) Council note that a satisfactory result would not be achieved by inviting tenders for this work because there is insufficient time to review the scope of services and re-tender prior to the upcoming 2026/27 event season;
- (C) Council approve a contract variation to Hostile Vehicle Mitigation for Major Events and Festivals for the price and contingency outlined in Confidential Attachment A to the subject report, to include the scope of work relating to Crowd and Transport Management for 2026 Sydney New Year's Eve;
- (D) Council note that the contract for Hostile Vehicle Mitigation will expire 30 June 2027, and the City will undertake market research and assess its model of delivery a new tender process (or processes) to ensure delivery of hostile vehicle mitigation and crowd and transport management can commence from 1 July 2027; and
- (E) authority be delegated to the Chief Executive Officer to negotiate, execute and administer/vary the contracts relating to Hostile Vehicle Mitigation for Major Events and Festivals.

Attachments

Attachment A. Financial and Contractual Implications (Confidential)

Background

1. Owned and produced by the City of Sydney (the City), Sydney New Year's Eve is a local and global celebration.
2. The event includes 2 main fireworks displays, an Acknowledgement of Country including a Smoking Ceremony on Sydney Harbour, a Welcome to Country and the 9pm Calling Country fireworks display in addition to lighting and projections on the Sydney Harbour Bridge.
3. The focus of the annual event is the fireworks displays. The displays are broadcast live nationally and internationally, and feature heavily in media coverage both prior to and following the event.
4. The City has responsibilities for the event as both the event owner and as a key landowner for areas that attract large crowds. These include responsibilities relating to the management of crowds and traffic for the event. The City requires the services of an experienced organisation to provide crowd and transport planning services to ensure the safe and successful delivery of the event.
5. Under the NSW Whole of Government Crowd Management Guidelines, the City is required to prepare an integrated crowd management plan, which provides a strategy for event attendee ingress and egress across land operated by multiple agencies, as well as put in place infrastructure and resources to manage the movement of crowds on City land in accordance with the plan. The City also must prepare a transport management plan that outlines the traffic and transport arrangements for the event, including road closures, hostile vehicle mitigation and counter terrorism implementation strategy.
6. The City's contract for Crowd and Transport Management was terminated (for reasons outlined in Confidential Attachment A), and the City seeks to vary the scope of services into its existing contract for Hostile Vehicle Mitigation for Major Events and Festivals, to cover the 2026 event.
7. An exemption from tender was approved by Council in August 2025 for Hostile Vehicle Mitigation for Major Events and Festivals, and subsequently a contract was awarded to a supplier for an initial period to cover the 2025/26 event season, with one option to extend to cover the 2026/27 event season. The option to extend will result in a contract end date of 30 June 2027.
8. The City varied the Hostile Vehicle Mitigation for Major Events and Festivals to include the Crowd and Transport Management services for the Sydney New Year's Eve 2025 Event only.
9. Due to the close alignment of the 2 contracts, approval is sought to vary the Crowd and Transport Management scope for 2026 Sydney New Year's Eve into the existing Hostile Vehicle Mitigation contract, which will enable the City to undertake consultation with internal and external stakeholders over the next 6 months to determine its approach to contract crowd and transport planning services across Major Events and Festivals from 1 July 2027.

Performance Measurement

10. The performance measurements for Crowd and Transport Management will be in accordance with the Key Performance Indicators set out in the Hostile Vehicle Mitigation contract, which are:
- (a) Key Objectives / Deliverables
 - (i) Timely completion of the services as outlined in the Key Dates and Deliverables
 - (b) Quality of work
 - (i) Services were delivered in a professional manner and as per the provided plans
 - (c) Time
 - (i) Work was delivered in an efficient and timely manner
 - (ii) Work complied with the timeline as per the Key Dates and Deliverables
 - (d) Reporting
 - (i) Timely and constructive delivery of the post-event report
 - (ii) Any incident reports were submitted within 24 hours
 - (e) Communication
 - (i) Staff were courteous, professional, and responded to emails and phone calls in a timely manner
 - (ii) Any deviances to the agreed schedule were communicated within a reasonable time frame
 - (f) Work Health and Safety (WHS) compliance
 - (i) Comply with WHS Legislation, Australian Standards, relevant Codes of Practice and the City's WHS Policy
 - (ii) Staff held and provided evidence of qualifications as required
 - (iii) Risk assessments and WHS documents for the project delivered on time
 - (g) Sustainability
 - (i) Were services achieved as sustainably as practical
 - (h) Were efforts made to eliminate or reduce single-use materials in the delivery services and reduce emissions.

Financial Implications

11. Sufficient funds for this service are available within the current Major Events and Festivals operational budget and future year forward estimates set out in the City's Long Term Financial Plan.

Contractual Implications

12. The variation of Crowd and Transport Management for 2026 Sydney New Year's Eve will result in a variation of an additional scope of work and associated lump sum pricing to the existing contract for Hostile Vehicle Mitigation for Major Events and Festivals.
13. An additional table of contract milestones will be added, specifically relating to the required contract milestones and associated payments of the added lump sum figures.
14. All Schedule of Rates components of the existing contract remain unchanged and are subject to the nominated contracted increase on 1 July 2026. The supplier has priced the fee to deliver Crowd and Transport Management Services for 2026 Sydney New Year's Eve 2026 and therefore these prices will not be subject to any further price increase.

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 - Sections 10A and 10B provide 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 if it is in the public interest to do so.
17. Attachment A contains confidential commercial information of the contract and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
18. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest. The reasons supporting this are that disclosure of the confidential information would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers. In addition, disclosure of the information provided in the course of the procurement process and the assessment of that information would prejudice the commercial position of the participants in the procurement process.

Critical Dates / Time Frames

19. To ensure the organisation has sufficient time to plan and deliver event services for 2026 Sydney New Year's Eve, a Variation to the existing Hostile Vehicle Mitigation contract must be executed prior to 31 March 2026.

Options

20. An alternative option is to tender the services for Crowd and Transport Management for 2026 Sydney New Year's Eve. This option is not recommended because there is insufficient lead time is required to tender, contract and implement services ahead of the event season.

EMMA RIGNEY

Executive Director City Life

Elliot Chambers, Head of Production, Major Events and Festivals

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