

17 August 2026

At 2.00 pm

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

Agenda

1. **Confirmation of Minutes**
2. **Statement of Ethical Obligations and Disclosures of Interest**
3. **2025/26 Quarter 4 Review – Delivery Program 2025-2029**
4. **Investments Held as at 30 June 2026**
5. **Investments Held as at 31 July 2026**
6. **External Memberships**
7. **Public Exhibition - Naming Proposal - Cabbage Lane**
8. **Public Exhibition - Naming Proposal - Guru Nura Path**
9. **Lease Approval - Suite 2, Shed 74 - 4D Huntley Street Alexandria - Living Edge (Aust) Pty Ltd**

**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
10. **Contract Variation – Construction Contract for the Green Square to Ashmore Connector Road**

**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*
11. **Tender - T-2025-1526 - Security Services for Patrols and Alarm Response and Major Events and Festivals**

**Includes Confidential Attachment/s in accordance with sections 10A and 10B of the Local Government Act 1993*

Disclaimer, Terms and Guidelines for Speakers at Council Committees

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

Webcast

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

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

Consent

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

Disclaimer

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

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

Guidelines

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

1. Register to speak by calling Secretariat on 9265 9702 or emailing secretariat@cityofsydney.nsw.gov.au before 10:00am on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a 3 minute time limit for each speaker (with a warning bell at 2 minutes) and prepare your presentation to cover your major points within that time.
4. Avoid repeating what previous speakers have said and focus on issues and information that the Committee may not already know.
5. If there is a large number of people interested in the same item as you, try to nominate 3 representatives to speak on your behalf and to indicate how many people they are representing.

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

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

Item 1.

Confirmation of Minutes

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

Meeting of 22 June 2026

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 4 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 interim financial performance at Quarter 4 2025/26 reflects a full year Operating Result of \$121.7M against a budget of \$117.1M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, Council has achieved a Net Operating Result of \$130.7M against a budget of \$108.9M. The favourable variance is predominantly due to developer contributions received.

Key variances are outlined within the body of this report, with detailed financial information provided in Attachment A.

Capital Works expenditure was \$253.8M against a full year budget of \$316.6M. A summary of the 2025/26 capital project expenditure is outlined within the body of this report, and detailed at Attachment B.

Technology and Digital Services Capital Works expenditure for the full year for projects developed internally was \$27.7M against a budget of \$31.2M.

Plant and Equipment expenditure, net of disposals, was \$16.5M against the annual budget of \$32.3M.

Net Property Divestments totalled \$7.8M for the year.

These interim financial results are subject to finalisation as part of the preparation of the annual financial statements, which will undergo external audit. Any material adjustments will be highlighted in the report accompanying the audited financial statements, scheduled for presentation to Council in October 2026.

Progress against the Delivery Program performance measures is generally satisfactory, with full details provided in 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 interim financial performance of Council for the 2025/26 year, including an Operating Result (before depreciation, interest income, capital related costs and capital grants and contributions) of \$121.7M and Net Operating Result of \$130.7M as outlined in the subject report and summarised in Attachment A to the subject report
- (B) Council note the full year Capital Works expenditure of \$253.8M, approve the proposed revote of \$20.4M and other budget adjustments, including future years forward estimates, to increase the adopted 2026/27 budget to \$275.4M, including \$8.0M in contingency, to progress the planned capital works program, as shown in Attachment B to the subject report
- (C) Council note the Technology and Digital Services Capital Works expenditure of \$27.7M, approve the proposed revote of \$0.2M and other budget adjustments, including future years forward estimates, to increase the adopted 2026/27 budget to \$29.3M as shown in Attachment B to the subject report
- (D) Council note the full year Plant and Equipment expenditure of \$16.5M, net of disposals, and approve the proposed revote of \$10.5M and other budget adjustments, to increase the adopted 2026/27 net budget to \$28.5M as shown in Attachment B in the subject report
- (E) Council note the full year net Property Divestments of \$7.8M
- (F) Council note the operational performance indicators and Quarter 4 and full-year achievements against the Delivery Program 2025-2029 objectives, as detailed in Attachment C to the subject report
- (G) Council note the supplementary reports, which detail fee-waived and discounted community facility hire for 2025/26, the quick response, street banner and venue hire support grants and sponsorship programs, major legal issues and international travel in the fourth quarter, as detailed in Attachment D to the subject report
- (H) Council approve the write-off of commercial property debt totalling \$118,683.59 (including GST), for ABC Study Group Pty Ltd.

Attachments

Attachment A. Financial results summary

Attachment B. Capital expenditure financial results

Attachment C. Delivery program 2025–2029 June 2026 progress report

Attachment D. Fourth quarter supplementary reports 2025/26

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. The Local Government Act 1993 requires quarterly progress reports against the financial objectives and 6-monthly progress reports against the Delivery Program.
2. This report provides the fourth quarter (Q4) and interim full year financial results for the 2025/26 financial year, and the achievement against the Delivery Program and Operational Plan activities including a number of operational highlights that occurred in Q4.
3. A Q4 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 in Attachment A.
4. The Capital Expenditure results for the full year, together with a summary of project expenditure, proposed revotes (a budget revote is an official administrative process used to roll over unspent funds from a previous financial year into a new financial year's budget) and significant variances for 2025/26 and future years, are in Attachment B.
5. Quarter 4 progress report against the operational performance measures identified within the 2025–2029 Delivery Program is provided within Attachment C.
6. Additional reports which contain supplementary information are also provided at Attachment D.

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.

Fourth quarter operating results

8. The Q4 operating result was \$121.7M against a budget of \$117.1M, a favourable variance of \$4.6M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the City achieved a full year Net Operating Result of \$130.7M against a budget of \$108.9M, a favourable variance of \$21.8M.
9. The result includes favourable variances in operating expenditure of \$13.7M, interest income of \$2.7M, capital grants and contributions of \$18.1M and depreciation of \$1.0M. These were partially offset by an unfavourable variance in operating income of \$9.1M, capital project related costs of \$3.7M and a Loss on Sales of Assets of \$0.8M.

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

Income Type	2025/26 Full Year budget variance	Comment
Building and Development Application Income	(\$3.1M)	Reduction in large development applications and a change in recognition of Development Application (DA) fees, which are now being deferred until the determination date under AASB 15 revenue recognition requirements.
Commercial Properties Income	(\$6.3M)	A challenging leasing market and changing let up assumptions leading to lower than expected income, including lower than expected profit-share on ground lease arrangements.
Enforcement Income	(\$4.1M)	Longer than usual periods of inclement weather disrupted operations, resulting in fewer infringements, along with assumption of a higher level of officer availability than was realised during the year.
Operating Grants and Contributions	\$3.0M	The timing of Financial Assistance Grant payments has not been consistent historically and is therefore difficult to predict. The City received 80% of estimated entitlement prior to 30 June 2026. Although the advance payment relates to the 2026/27 grant entitlement; it was received before 30 June 2026. In accordance with accounting standards, grant revenue is recognised when the funds are received. As a result, the advance payment has been recognised as revenue in 2025/26 rather than 2026/27, the financial year to which the funding relates.
Other Income	\$8.9M	Income relating to the delayed settlement of the Fig and Wattle property divestment.

Income Type	2025/26 Full Year budget variance	Comment
Parking Meter Income	(\$1.4M)	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.
Private Work Income	(\$2.1M)	When utilities, developers and residents undertake works that require excavation of roads and footpaths, the City charges fees for restoration and inspection services. The budget was based on income levels achieved in the prior year, which included several significant projects. This level of activity did not continue in 2025/26, resulting in lower revenue than budgeted.
Work Zones	(\$3.8M)	The average value of work zone applications received are trending lower than prior years and for shorter durations.

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

Expenditure Type	2025/26 Full Year budget variance	Comment
Bad and Doubtful Debts	(\$4.5M)	Reflective of the expected credit loss (ECL) adjustment as at the end of the 2025/26 financial year under Australian Accounting Standards.
Enforcement and Infringement Costs	(\$1.0M)	The budget assumed profit share arrangements with the NSW Government would cease in 2025/26, however they have now advised this agreement will continue.
Event Related Expenditure	\$2.6M	The variance reflects savings from reduced spend on outdoor dining barrier hire, banners, and major event related activities.

Expenditure Type	2025/26 Full Year budget variance	Comment
Infrastructure Maintenance	\$5.6M	Varince driven by contract timing and transitions in major maintenance programs, along with additional program savings.
IT Related Expenditure	\$1.3M	Reflective of a combination of savings relating to multiple projects and software applications coming under budget or not yet commenced.
Legal Fees	\$1.0M	Lower than anticipated levels of work referred to external legal providers and litigation costs lower than anticipated.
Operational Contingencies	\$3.1M	Reflective of contingency unspent which assists in offsetting overruns across the organisation.
Property Related Expenditure	(\$3.0M)	Largely driven by the lift in reactive and preventative property maintenance.
Stores and Materials	\$1.6M	The cumulative impact of multiple smaller variances.
Waste Disposal Charges	\$1.7M	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 Full Year budget variance	Comment
Interest Income	\$2.7M	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, March & May meetings, driven by persistent inflation above the target range (2% - 3%).

Type	2025/26 Full Year budget variance	Comment
Capital Grants and contributions (Cash)	\$14.6M	The result reflects higher-than-expected capital contributions and specifically in regard to s7.12 and s61 contributions.
Capital Grants - Works in kind (non-cash)	\$3.5M	Recognition of assets received as part of developments were higher than anticipated. It is worth noting that income received for our developer contributions plans, is not new funds, in that both plans continue to recoup the City's previous expenditure as we forward funded infrastructure and facilities in preparation for the coming development. The right to receive Works in Kind contributions and land dedications are recognised for significant developments across the council area, however the timing of delivery or receipt of these contributions is contingent on development progress.
Depreciation	\$1.0M	Provisional depreciation amount, subject to final asset commissioning at year-end.
Capital Project Related Costs	(\$3.7M)	Reflects the timing of expenditure on works that cannot be capitalised (e.g. Software as a Service product, temporary works, Utilities, demolition costs and NSW Government owned traffic signals). Noting that this amount is subject to 2025/26 year-end adjustments.

Additional commentary on the fourth quarter operating result

13. While some individual units reported unfavourable results, 3 divisions exceeded their annual operating result budgets for 2025/26. A summary of these outcomes is provided in Attachment A.

14. The Corporate Costs division serves as the central budget holder for rates income, vacancy allowances, contingencies, and the general component of financial assistance grants. The reported unfavourable variance is primarily due to the budgeting approach, where anticipated vacancy savings are allocated to Corporate, while actual savings are realised within individual divisions. Additionally, the variance is impacted by increased provisioning for workers compensation insurance following a recent actuarial review, and an expected credit loss (ECL) adjustment as at the end of the 2025/26 financial year as required under Australian Accounting Standards.
15. The unfavourable result for the Chief Operations Office is primarily due to lower-than expected occupancy of lettable space, abatements resulting from remediation works to buildings, lower than expected profit-share outcomes on ground leases, and increased reactive and preventative property maintenance costs, as outlined above.
16. The unfavourable result for City Planning Development and Transport is primarily due to a reduction in large development applications and a change in recognition of Development Application (DA) fees, which are now being deferred until the determination date under AASB 15 revenue recognition requirements, as outlined above.

Capital expenditure

17. The Capital Works program achieved expenditure of \$253.8M against a full-year budget of \$316.6M.
18. Several significant projects were completed in 2025/26 such as Green Square Public School and Community Spaces (in partnership with the NSW Department of Education), Gunyama Park Stage 2, Crown Street Public Domain, Loftus Street Upgrade, Andrew (Boy) Charlton Pool Renewal, and a number of cycleways across the local government area.
19. Given the work in progress, a further \$20.4M of unspent funds at year end are required to be carried forward and revoted in addition to the capital works program adopted as part of the 2026/27 Operational Plan in June. Savings from projects and programs completed during the year were used to offset additional funding requirements on other projects in accordance with the City's project management framework. Revoting the unspent funds will maintain the approved total project budgets and ensure adequate funding is available to continue delivery of the capital works program in 2026/27 and future years.
20. A final review of the program has been completed, incorporating the adopted budget, updated revotes, and current project timelines. It is recommended that \$18.2M be re-phased to future years' forward estimates, resulting in a revised 2026/27 capital works budget of \$275.4M, which includes an \$8.0M contingency.
21. A financial summary of the 2025/26 Capital Works program, including the funds carried forward, a revised 2026/27 budget and future years' forward estimates, and a status report on all active capital projects exceeding \$5.0M in value is provided in Attachment B.
22. Significant variances for a number of the 2025/26 capital projects and program budgets are listed and explained at Attachment B.

23. The Plant and Assets expenditure incurred during the year, net of disposals, was \$16.5M against a budget of \$32.3M. The underspend predominately reflected plant and assets which could not be delivered within the year. Savings from projects and programs completed during the year were used to offset additional funding requirements on other projects in accordance with the City's project management framework. It is proposed to revote an additional \$10.5M, to increase the adopted 2026/27 net budget to \$28.5M as shown in Attachment B.
24. Technology and Digital Services capital works expenditure was \$27.7M against a budget of \$31.2M. Savings from projects and programs completed during the year were used to offset additional funding requirements on other projects in accordance with the City's project management framework. It is proposed to revote \$0.2M and bring forward \$3.5M, to increase the adopted 2026/27 TDS capital budget to \$29.3M as shown in Attachment B.
25. The full-year income from net property divestments was \$7.8M, which was \$114.5M below budget. This variance is attributable to the delayed settlement of the Fig and Wattle divestment, as well as the timing of a strategic property acquisition that had been assumed to be purchased and settled within the financial year.

Commercial property debt write off

26. ABC Study Group Pty Ltd was a former commercial tenant, operating an educational institution targeted at international students at the City's 303 Pitt Street building. The lease with this tenant was assigned to the City when it acquired the 303-305 Pitt Street building in late 2016 (the lease commenced 1 March 2016 for a 5-year term). The tenant occupied the premises from 1 March 2016 to 1 June 2017, after which the space was sub-leased to another educational institution. ABC Study Group Pty Ltd began falling into arrears in November 2018. Due to continued non-payment, the tenancy was terminated on 19 June 2019. Subsequently, on 22 November 2019, the company entered into voluntary administration and this status still remains at the time of writing, leading to the status of the debt owed being unrecoverable (noting that any distribution from a liquidation would be redeemed against this write-off). On vacating the premises, and after deducting a small security deposit held of \$1,000 (noting that there was no valid Bank Guarantee for this tenant upon acquisition of the building), the tenant had accumulated net rental arrears of \$118,683.59 (including GST). This debt had been provisioned for in full in prior years.

During this quarter the operational highlights included:

27. A new digital system has been introduced for our community to make bookings including venue hire, events at community centres, classes and activities, school holiday programs, and library and cultural programs spaces. The improved functionality includes access to a self-service calendar to make, view and pay for bookings and events online, an online dashboard to securely review and manage bookings and event attendances and the ability to book events directly from the What's On website.

28. The City's tree canopy and green cover are measured every 2 years. Our latest count shows our tree canopy covers 21.7% of our city. Since we began counting in 2008 our green cover has grown by the equivalent of almost 94 Sydney Cricket Grounds. We are the only Australian city to consistently increase our canopy over the last decade and we're working towards 40% green cover and 27% canopy cover by 2050.
29. In April, as part of Youth Week, lower Town Hall turned into a one-day free marketplace for young people to sell handmade, pre-loved and vintage pieces or launch a sustainable side hustle. The Haul in the Hall event was designed, run and stocked entirely by young people under 25. Other youth week activities included acoustic sessions for young musicians performing at Canva Space, Surry Hills, and a free, hands-on workshop helping young people build practical communication skills through fast-paced, interactive activities covering impromptu speaking, active listening, and confidence building.
30. The City has partnered with Indigigrow nursery to provide free native plants to 750 City of Sydney households. Indigigrow nursery is an Aboriginal owned, run and staffed, not-for-profit native plant nursery. Tube stocks are being distributed to residents from the nursery in La Perouse between late May and September.
31. The restoration of Town Hall House, one of Sydney's most distinctive Brutalist landmarks, was awarded the conservation prize at the National Trust (NSW) heritage awards for its sheer scale. Pyrmont Community Centre won the Judges Choice for Architecture at the same awards.
32. The City has secured a \$1.25M grant from Transport for NSW as part of their Oxford Street revitalisation activation fund. The grant will fund the installation of power and potable water on the north and south sides of Oxford Street at Taylor Square and will enable increased activation of Taylor Square with events, markets, temporary art installations, pop-up events and better functionality for the annual Mardi Gras parade and broadcast.
33. The City joined others in supporting the annual Startup Muster survey which was at risk of closing. The annual startup health check, which began in 2013, gathers insights into the challenges, successes and sentiments of local startups and founders. The information helps shape the future of support and capability for the Australian startup ecosystem.
34. From 3 to 19 April 2026, Dixon Street in Chinatown was transformed with large-scale lighting installations, art exhibitions, cultural experiences, live performances, market stalls and community-focused activities as part of Asia Live. This event was supported by a \$200,000 cash grant from the City.
35. The restoration of the heritage listed Chinatown Ceremonial Gates was completed in May. The restoration project was highly commended at the NSW National Trust Heritage Awards. The restoration included replacing the existing deteriorated concrete sculptures with granite lions in line with the original design, replacing the granite plinths, upgrading the timber decorative panels and amending the original design to include the phoenix (female symbol) and dragon (male symbol), replacing the ceramic roof tiles, restoring the 2 marble plaques on the north gate and installing new lighting.

Key implications

Strategic alignment – Sustainable Sydney 2030–2050 Continuing the Vision

36. 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.
37. 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

38. 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.

Financial implications

39. At Quarter 4, the Operating Result was \$121.7M, a favourable variance of \$4.6M against budget, while the Net Operating Result was \$130.7M, or \$21.8M ahead of budget.
40. The City's ledger cash balance of \$664.8M 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.
41. The total investment and cash position in the Investments as at June 2026 report is \$661.5M. A reconciliation between the Investments report and the Q4 ledger cash balance of \$664.8M is provided within the Investments report.

42. It should be noted that this total cash balance includes approximately \$19.6M received from developers related to the City of Sydney Affordable Housing contributions program. These funds are held as externally restricted cash and investments, pending distribution to Community Housing Providers, scheduled for the first quarter of the 2026/27 financial year. After allowing for these contributions, the City's 'underlying' total Investment and Cash position was \$641.9M at the end of June 2026.

Relevant legislation

43. The Local Government Act 1993 and Local Government (General) Regulation 2021 require quarterly progress reports against the financial objectives.
44. 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.
45. 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

46. The information contained within this report reflects Council's financial performance in the current financial year.

Public consultation

47. 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 | Q4 2025/26

Full Year

\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Original Budget	Adjustment	Current Budget
Operating Income	748.5	739.4	(9.1)	748.5	-	748.5
Employee benefits and on-costs	319.0	319.2	(0.2)	319.0	-	319.0
Other operating expenditure	312.4	298.5	13.9	312.4	-	312.4
Operating Expenditure	631.4	617.7	13.7	631.4	-	631.4
OPERATING RESULT (before depreciation, interest, capital related costs and capital related income)	117.1	121.7	4.6	117.1	-	117.1
Add additional income:						
Interest Income	30.4	33.1	2.7	30.4	-	30.4
Capital grants and Contributions	97.4	115.5	18.1	97.4	-	97.4
Less additional expenses:						
Depreciation	129.0	128.0	1.0	129.0	-	129.0
Capital Project Related Costs	7.1	10.8	(3.7)	7.1	-	7.1
Add Net Gain on Disposal of Assets and Revaluations:						
Gain / (Loss) on Sale of Assets	-	(0.8)	(0.8)	-	-	-
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	108.9	130.7	21.8	108.9	-	108.9
Capital Works	316.6	253.8	62.8	276.7	39.9	316.6
Capital Works (Technology and Digital Services)	31.2	27.7	3.5	24.0	7.2	31.2
Plant and Equipment	32.3	16.5	15.8	23.2	9.1	32.3
Property Acquisitions and (Divestments)	(122.3)	(7.8)	(114.5)	(122.3)	-	(122.3)
TOTAL CAPITAL EXPENDITURE	257.9	290.2	(32.3)	201.6	56.3	257.9
Available funds:						
Opening Balance	765.0	765.0	-	687.7	77.3	765.0
Affordable housing pass through (as advised Q4 FY25)	(76.1)	(76.1)	-	-	(76.1)	(76.1)
Cash Surplus / (Deficit)	(20.0)	(24.1)	(4.1)	29.4	(49.4)	(20.0)
CLOSING CASH BALANCE	668.8	664.8	(4.0)	717.1	(48.3)	668.8

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

Quarterly Income Statement

City of Sydney | Q4 2025/26

Full Year

	\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget
OPERATING INCOME									
Advertising Income		20.4	20.9	0.5	2%	19.7	20.4	-	20.4
Building & Development Application Income		6.9	3.8	(3.1)	(45%)	6.8	6.9	-	6.9
Building Certificate		2.1	2.0	(0.1)	(5%)	2.1	2.1	-	2.1
Child Care Fees		1.5	1.4	(0.1)	(7%)	1.3	1.5	-	1.5
Commercial Properties		77.3	71.0	(6.3)	(8%)	72.5	77.3	-	77.3
Community Properties		12.5	12.6	0.1	1%	11.7	12.5	-	12.5
Enforcement Income		43.7	39.6	(4.1)	(9%)	42.0	43.7	-	43.7
Grants and Contributions		18.5	21.5	3.0	16%	16.0	18.5	-	18.5
Health Related Income		1.9	2.0	0.1	5%	1.8	1.9	-	1.9
Library Income		0.1	0.2	0.1	68%	0.2	0.1	-	0.1
Other Building Fees		13.9	13.1	(0.8)	(6%)	10.9	13.9	-	13.9
Other Fees		5.9	6.6	0.7	12%	6.2	5.9	-	5.9
Other Income		0.3	9.2	8.9	2859%	7.0	0.3	-	0.3
Parking Meter Income		49.3	47.9	(1.4)	(3%)	44.1	49.3	-	49.3
Parking Station Income		11.3	11.2	(0.1)	(1%)	10.9	11.3	-	11.3
Private Work Income		7.8	5.7	(2.1)	(27%)	8.4	7.8	-	7.8
Rates & Annual Charges		442.8	442.2	(0.6)	(0%)	421.5	442.8	-	442.8
Sponsorship Income		0.2	0.1	(0.1)	(48%)	0.2	0.2	-	0.2
Venue/Facility Income		14.5	14.3	(0.2)	(1%)	32.9	14.5	-	14.5
Work Zone		16.1	12.3	(3.8)	(24%)	14.5	16.1	-	16.1
Operating income (excluding VIK)		746.9	737.8	(9.1)	(1%)	730.7	746.9	-	746.9
Value-in-kind income		1.6	1.6	-	-	1.6	1.6	-	1.6
OPERATING INCOME		748.5	739.4	(9.1)	(1%)	732.3	748.5	-	748.5

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

Quarterly Income Statement

City of Sydney | Q4 2025/26

Full Year

\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget
EMPLOYEE BENEFITS AND ON-COSTS								
Salaries and Wages	253.4	248.2	5.2	2%	231.1	253.5	(0.1)	253.4
Other Employee Related Costs	2.2	1.7	0.5	22%	1.6	2.2	-	2.2
Employee Oncosts	7.9	6.8	1.1	14%	8.7	7.9	-	7.9
Agency Contract Staff	11.7	22.1	(10.4)	(89%)	25.1	11.7	-	11.7
Superannuation	33.9	29.9	4.0	12%	27.6	33.7	0.2	33.9
Travelling	0.2	0.2	-	-	0.2	0.2	-	0.2
Workers Compensation Insurance	7.1	8.1	(1.0)	(14%)	10.1	7.1	-	7.1
Fringe Benefit Tax	0.8	0.5	0.3	40%	0.5	0.8	-	0.8
Training Costs (excluding salaries)	1.9	1.7	0.2	11%	1.8	1.9	-	1.9
Employee benefits and on-costs	319.0	319.2	(0.2)	(0%)	306.6	319.0	-	319.0
OTHER OPERATING EXPENDITURE								
Bad & Doubtful Debts	0.3	4.8	(4.5)	(1500%)	0.4	0.3	-	0.3
Consultancies	3.5	2.7	0.8	23%	2.8	3.5	-	3.5
Enforcement & Infringement Costs	5.9	6.9	(1.0)	(17%)	8.6	5.9	-	5.9
Event Related Expenditure	15.3	12.7	2.6	17%	14.4	15.3	-	15.3
Expenditure Recovered	(5.9)	(5.3)	(0.6)	10%	(5.9)	(5.9)	-	(5.9)
Facility Management	12.3	11.9	0.4	3%	31.7	12.3	-	12.3
General Advertising	1.1	0.5	0.6	53%	0.8	1.1	-	1.1
Governance	2.2	1.9	0.3	14%	3.6	2.2	-	2.2
Government Authority Charges	9.7	8.8	0.9	9%	8.6	9.7	-	9.7
Grants, Sponsorships and Donations	27.4	27.3	0.1	0%	26.2	27.3	0.1	27.4
Infrastructure Maintenance	67.8	62.2	5.6	8%	54.8	67.8	-	67.8
Insurance	6.7	6.4	0.3	4%	7.5	6.7	-	6.7
IT Related Expenditure	18.5	17.2	1.3	7%	16.1	18.5	-	18.5
Legal Fees	3.9	2.9	1.0	26%	2.9	3.9	-	3.9
Operational Contingencies	3.1	-	3.1	101%	-	3.5	(0.4)	3.1
Other Asset Maintenance	4.3	3.9	0.4	9%	3.4	4.3	-	4.3
Other Operating Expenditure	12.2	11.4	0.8	7%	10.8	12.2	-	12.2

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

Quarterly Income Statement

City of Sydney | Q4 2025/26

Full Year

\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget
Postage & Couriers	2.0	1.6	0.4	20%	1.7	2.0	-	2.0
Printing & Stationery	1.5	1.0	0.5	33%	1.3	1.5	-	1.5
Project Management & Other Project Costs	1.3	1.3	-	-	1.3	1.3	-	1.3
Property Related Expenditure	38.0	41.0	(3.0)	(8%)	44.0	38.0	-	38.0
Service Contracts	26.3	27.1	(0.8)	(3%)	23.5	26.0	0.3	26.3
Stores & Materials	5.6	4.0	1.6	28%	4.8	5.6	-	5.6
Surveys & Studies	1.8	1.4	0.4	22%	1.7	1.8	-	1.8
Telephone Charges	2.7	2.9	(0.2)	(7%)	2.8	2.7	-	2.7
Utilities	12.7	12.3	0.4	3%	12.3	12.7	-	12.7
Vehicle Maintenance	3.2	2.6	0.6	19%	2.7	3.2	-	3.2
Waste Disposal Charges	27.0	25.3	1.7	6%	24.8	27.0	-	27.0
Interest Expense	-	0.2	(0.2)	-	0.2	-	-	-
Other operating expenditure (excluding VIK)	310.7	296.9	13.8	4%	307.6	310.7	-	310.7
Value-in-kind (VIK) expenditure	1.6	1.6	-	-	1.6	1.6	-	1.6
Total other operating expenditure	312.4	298.5	13.9	4%	309.3	312.4	-	312.4
OPERATING EXPENDITURE (excluding depreciation)	631.4	617.7	13.7	2%	615.9	631.4	-	631.4
OPERATING RESULT (before depreciation, interest, capital related costs and capital income)	117.1	121.7	4.6	4%	116.4	117.1	-	117.1
Add additional income:							-	
Interest Income	30.4	33.1	2.7	9%	39.7	30.4	-	30.4
Capital Grants	91.4	106.0	14.6	16%	75.0	91.4	-	91.4
Capital Grants - Works In Kind	6.0	9.5	3.5	58%	36.3	6.0	-	6.0
Less additional expenses:							-	
Depreciation	129.0	128.0	1.0	1%	130.2	129.0	-	129.0
Capital Project Related Costs	7.1	10.8	(3.7)	(52%)	23.6	7.1	-	7.1

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

Quarterly Income Statement
City of Sydney | Q4 2025/26

					Full Year			
\$ Millions *	Current Budget	Actual	Variance Fav/ (Unfav)	Variance %	Previous Year Actual 2024/25	Original Budget	Adjustment	Current Budget
<i>Net gain/ (loss) on disposal of assets and revaluations:</i>							-	
Gain Loss on Sale of Assets	-	(0.8)	(0.8)	-	(6.6)	-	-	-
Gain Loss on Properties	-	-	-	-	26.4	-	-	-
NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	108.9	130.7	21.8	20%	133.5	108.9	-	108.9
CAPITAL EXPENDITURE								
Capital Works	316.6	253.8	62.8	20%	213.3	276.7	39.9	316.6
Capital Works (Technology and Digital Services)	31.2	27.7	3.5	11%	17.3	24.0	7.2	31.2
Plant and Equipment	32.3	16.5	15.8	49%	21.2	23.2	9.1	32.3
Property Acquisitions and (Divestments)	(122.3)	(7.8)	(114.5)	94%	67.9	(122.3)	-	(122.3)
TOTAL CAPITAL EXPENDITURE	257.9	290.2	(32.3)	(13%)	319.6	201.6	56.3	257.9

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

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

City of Sydney | Q4 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	-	-	-	-	11.6	11.0	0.6	5%	(11.6)	(11.0)	0.6	5%
Office of the Lord Mayor	-	-	-	-	4.6	4.6	-	-	(4.6)	(4.6)	-	-
Secretariat	-	-	-	-	2.0	1.9	0.1	5%	(2.0)	(1.9)	0.1	5%
Councillor Support	-	-	-	-	3.1	2.8	0.3	10%	(3.1)	(2.8)	0.3	10%
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	-	0.0	-	-	13.6	13.0	0.6	4%	(13.6)	(13.0)	0.6	4%
Risk Management & Governance	-	0.0	-	-	4.9	4.8	0.1	2%	(4.9)	(4.8)	0.1	2%
Legal Services	-	-	-	-	7.8	7.3	0.5	6%	(7.8)	(7.3)	0.5	6%
Internal Audit	-	-	-	-	0.9	1.0	(0.1)	(11%)	(0.9)	(1.0)	(0.1)	(11%)
Chief Operations Office	92.0	86.7	(5.3)	(6%)	88.2	89.1	(0.9)	(1%)	3.8	(2.4)	(6.2)	(162%)
Chief Operations Office	-	-	-	-	0.8	0.9	(0.1)	(12%)	(0.8)	(0.9)	(0.1)	(12%)
Property Services	91.9	86.6	(5.3)	(6%)	67.4	69.0	(1.6)	(2%)	24.5	17.6	(6.9)	(28%)
Professional Services	-	-	-	-	4.6	5.3	(0.7)	(15%)	(4.6)	(5.3)	(0.7)	(15%)
Project Development and Delivery	-	-	-	-	3.8	3.2	0.6	16%	(3.8)	(3.2)	0.6	16%
City Design	-	-	-	-	6.2	5.7	0.5	8%	(6.2)	(5.7)	0.5	8%
Green Square	-	-	-	-	0.6	0.6	-	-	(0.6)	(0.6)	-	-
City Access & Transport	0.1	0.1	-	-	4.3	4.1	0.2	5%	(4.2)	(4.0)	0.2	5%
Project Management Office	-	-	-	-	0.4	0.4	-	-	(0.4)	(0.4)	-	-
People Performance & Technology	3.5	3.8	0.3	8%	63.2	59.4	3.8	6%	(59.6)	(55.7)	3.9	7%
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	-	0.0	-	-	10.2	9.5	0.7	7%	(10.2)	(9.5)	0.7	7%
Work Health & Safety	-	-	-	-	3.0	2.9	0.1	3%	(3.0)	(2.9)	0.1	3%
People Performance & Technology	-	-	-	-	1.2	0.9	0.3	26%	(1.2)	(0.9)	0.3	26%
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	36.8	1.7	4%	(38.4)	(36.8)	1.6	4%
City Life	25.8	24.8	(1.0)	(4%)	113.9	109.0	4.9	4%	(88.1)	(84.2)	3.9	4%
Creative City	1.1	1.2	0.1	9%	38.4	37.3	1.1	3%	(37.2)	(36.1)	1.1	3%
Grants	0.1	0.1	-	-	27.1	27.1	-	-	(27.0)	(27.0)	-	-
Venue Management	14.8	14.2	(0.6)	(4%)	12.3	11.7	0.6	5%	2.5	2.5	-	-
Social City	9.3	9.1	(0.2)	(2%)	25.8	24.5	1.3	5%	(16.4)	(15.4)	1.0	6%
City Economy & Safety	-	-	-	-	5.2	4.2	1.0	19%	(5.2)	(4.2)	1.0	19%
City Life Management	-	-	-	-	2.4	2.3	0.1	4%	(2.4)	(2.3)	0.1	4%
Sustainable & Resilient City	0.4	0.2	(0.2)	(56%)	2.6	2.0	0.6	23%	(2.3)	(1.8)	0.5	22%

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

City of Sydney | Q4 2025/26

\$ Millions *	INCOME				EXPENDITURE				OPERATING RESULT			
DIVISION	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance	BUDGET	ACTUAL	Variance Fav / (Unfav)	% Variance
Unit												
Strategic Development & Engagement	0.8	0.7	(0.1)	(13%)	22.4	20.6	1.8	8%	(21.6)	(19.9)	1.7	8%
City Communications	-	-	-	-	10.5	9.9	0.6	6%	(10.5)	(9.9)	0.6	6%
Strategy & Urban Analytics	-	(0.0)	-	-	4.1	3.8	0.3	7%	(4.1)	(3.8)	0.3	7%
Resilient Sydney	0.8	0.7	(0.1)	(13%)	1.4	1.1	0.3	21%	(0.6)	(0.4)	0.2	31%
City Engagement	-	-	-	-	2.4	2.2	0.2	8%	(2.4)	(2.2)	0.2	8%
Sustainability & Resilience	-	-	-	-	2.0	1.9	0.1	5%	(2.0)	(1.9)	0.1	5%
First Nations Leadership	-	-	-	-	1.5	1.3	0.2	13%	(1.5)	(1.3)	0.2	13%
Strategic Development & Engagement	-	-	-	-	0.5	0.5	-	-	(0.5)	(0.5)	-	-
Corporate Costs	449.3	459.8	10.5	2%	0.2	13.5	(13.3)	(5632%)	449.0	446.4	(2.6)	(1%)
Finance and Procurement	0.7	0.7	-	-	15.1	13.3	1.8	12%	(14.3)	(12.6)	1.7	12%
Finance and Procurement Management	-	0.0	-	-	1.4	1.6	(0.2)	(14%)	(1.4)	(1.6)	(0.2)	(14%)
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	3.7	0.1	3%	(3.1)	(3.0)	0.1	3%
Procurement	-	0.0	-	-	4.2	2.9	1.3	31%	(4.2)	(2.9)	1.3	31%
City Services	153.4	143.8	(9.6)	(6%)	256.2	243.7	12.5	5%	(102.8)	(99.9)	2.9	3%
Security & Emergency Management	-	-	-	-	6.7	7.2	(0.5)	(7%)	(6.7)	(7.2)	(0.5)	(7%)
City Rangers	43.3	39.3	(4.0)	(9%)	27.6	27.9	(0.3)	(1%)	15.7	11.5	(4.2)	(27%)
Parking Fleet and Depot Services	60.6	59.1	(1.5)	(2%)	20.1	18.6	1.5	7%	40.4	40.5	0.1	0%
City Greening & Leisure	2.3	2.3	-	-	55.0	50.6	4.4	8%	(52.7)	(48.2)	4.5	9%
City Services Management	-	0.0	-	-	1.0	1.0	-	-	(1.0)	(1.0)	-	-
Infrastructure Services	46.9	42.6	(4.3)	(9%)	59.8	55.0	4.8	8%	(12.9)	(12.4)	0.5	4%
City Cleansing & Resource Recovery	0.3	0.4	0.1	33%	86.1	83.4	2.7	3%	(85.8)	(83.1)	2.7	3%
City Planning Development & Transport	23.0	19.0	(4.0)	(17%)	47.0	45.0	2.0	4%	(24.0)	(26.0)	(2.0)	(8%)
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	11.8	(1.1)	(9%)	3.6	3.5	0.1	3%	9.3	8.3	(1.0)	(11%)
Planning Assessments	7.0	3.7	(3.3)	(47%)	20.0	18.6	1.4	7%	(13.0)	(14.9)	(1.9)	(15%)
Strategic Planning & Urban Design	0.5	0.9	0.4	73%	6.6	6.5	0.1	2%	(6.0)	(5.5)	0.5	8%
Council	748.5	739.4	(9.1)	(1%)	631.4	617.7	13.7	2%	117.1	121.7	4.6	4%

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

Full-year income and expenditure forecast as at Q4 by principal activity

City of Sydney | Q4 2025/26

\$ Millions*	Operating income			Operating expenditure			Operating result		
	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)
Responsible governance and stewardship	539.2	544.4	5.2	181.6	188.7	(7.1)	357.6	355.8	1.9
A leading environmental performer	2.6	2.7	0.1	111.2	106.4	4.8	(108.5)	(103.7)	(4.8)
Public places for all	49.1	44.9	(4.2)	107.7	98.4	9.3	(58.5)	(53.5)	(5.0)
Design excellence and sustainable development	23.1	19.1	(4.0)	53.4	52.3	1.1	(30.3)	(33.2)	2.9
A city for walking, cycling and public transport	62.8	61.5	(1.3)	16.7	15.8	0.9	46.2	45.8	0.4
An equitable and inclusive city	7.6	7.7	0.1	51.2	50.4	0.8	(43.5)	(42.7)	(0.9)
Resilient and diverse communities	60.1	55.2	(4.9)	57.2	56.2	1.0	2.9	(1.0)	3.9
A thriving cultural and creative life	3.7	3.7	-	15.8	14.8	1.0	(12.0)	(11.1)	(0.9)
A transformed and innovative economy	0.2	0.2	-	31.3	29.4	1.9	(31.1)	(29.2)	(1.9)
Housing for all	-	-	-	5.5	5.5	0.0	(5.5)	(5.5)	(0.0)
Council	748.5	739.4	(9.1)	631.4	617.7	13.7	117.1	121.7	4.6

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

Cash and Investments Budget Review Statement

City of Sydney | Q4 2025/26

\$ Millions*	Opening Balance	Year-to-date		
	Actual	Transfer to	Transfer from	Actual
Externally Restricted				
Developer Contributions (General)	108.8	66.4	(121.1)	54.1
Specific Purpose Unexpended Grants	2.5	13.6	(11.3)	4.8
Domestic Waste Reserve	41.3	71.4	(68.8)	43.9
Stormwater Management Reserve	-	2.1	(2.1)	-
Total Externally Restricted Cash and Investments	152.5	153.4	(203.2)	102.7
Internally Restricted				
Supported Accommodation, Affordable and Diverse Housing Fund	19.0	-	(3.1)	15.9
Employee Leave Entitlement Reserve	7.8	2.3	(2.1)	8.0
Green Infrastructure Reserve	3.7	-	(1.5)	2.1
Green Square Reserve	162.9	-	(27.9)	135.0
Heritage Conservation Fund Reserve	68.7	-	(13.6)	55.1
Public Liability Insurance Reserve	1.0	-	(0.0)	1.0
Performance Cash Bonds	25.7	7.5	(5.3)	27.9
Workers Compensation Reserve	26.6	1.6	-	28.2
Total Internally Restricted Cash and Investments	315.4	11.4	(53.5)	273.3
Total Restricted Cash and Investments	467.9	164.8	(256.7)	376.0
Unrestricted Cash and Investments	297.0			288.8
Cash and Cash Equivalents	43.5			60.5
Investments	721.5			604.3
Total - Cash and Investments	765.0			664.8

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

Contingency Report

City of Sydney | Q4 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)
Q2 Oct - Dec	Capital Works contingency as per adopted Q2 report attachment B			(2,274)	(2,274)
Q3 Jan-Mar	Capital Works contingency as per adopted Q3 report attachment B			(5,726)	(5,726)
Allocated:		(340)	(100)	(8,000)	(8,440)
Funds Available:					
	Operational*	-	1,400		
	Capital			0	
Unallocated contingency		-	1,400	0	1,400

*CEO Contingency was redirected to offset overruns across the organisation.

City of Sydney

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for City of Sydney for the period to 30 June 2026 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 June 2026 was Wednesday 1 July 2026.

A handwritten signature in black ink, appearing to read 'JMC', with a long horizontal line extending from the end of the signature.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment B

Capital expenditure financial results
--

Capital Works Expenditure and Revotes Summary City of Sydney Q4 2025/26							
	2025/26 Capital Works Expenditure Summary				Revised 2026/27 Capital Works Budget		
	Budget 2025/26	Actual Expenditure 2025/26	Budget v Actual Variance fav (unfav)	Adopted 2026/27 Budget	Carry Forward / Revote Adjustments	Re-Phased (to)/from Future Years Fwd estimates	Proposed Revised Budget 2026/27
Asset Enhancement							
Bicycle Related Works	21.7	9.4	12.3	20.1	2.5	(2.9)	19.8
Green Infrastructure	7.3	3.2	4.2	6.5	1.1	2.5	10.2
Open Space & Parks	18.9	16.2	2.7	7.3	1.1	(1.8)	6.6
Properties - Community, Cultural and Recreational	24.9	28.2	(3.3)	9.3	(3.4)	0.0	5.8
Properties - Investment and Operational	1.3	0.1	1.2	3.0	1.1	0.0	4.1
Public Art	2.0	0.6	1.5	2.1	1.1	0.1	3.2
Public Domain	53.4	33.1	20.3	41.9	9.4	(14.5)	36.7
Stormwater Drainage	2.2	1.2	1.0	4.7	0.7	0.0	5.4
Asset Enhancement Projects Total	131.7	91.9	39.8	94.8	13.7	(16.6)	91.9
Asset Renewal							
Infrastructure - Roads Bridges Footways	25.1	24.7	0.4	25.4	(0.0)	0.0	25.4
Open Space & Parks	43.9	38.1	5.8	46.3	2.7	(2.1)	46.9
Properties Assets	67.7	53.1	14.6	55.0	4.2	(0.9)	58.3
Public Art	1.2	0.5	0.7	2.6	0.7	0.0	3.3
Public Domain	38.6	37.0	1.6	35.5	(1.0)	1.4	35.9
Stormwater Drainage	8.5	8.4	0.0	5.6	0.0	0.0	5.6
Asset Renewal Programs Total	184.9	161.9	23.1	170.4	6.7	(1.6)	175.5
Total Capital Works	316.6	253.8	62.8	265.2	20.4	(18.2)	267.4
Capital Contingency	0.0	0.0	0.0	8.0	0.0	0.0	8.0
Total Contingency	0.0	0.0	0.0	8.0	0.0	0.0	8.0
Total Capital Works including Contingency	316.6	253.8	62.8	273.2	20.4	(18.2)	275.4

	2025/26 Plant & Equipment and TDS Expenditure Summary				Revised 2026/27 Plant & Equipment and TDS Budget		
	Budget 2025/26	Actual Expenditure 2025/26	Budget v Actual Variance fav (unfav)	Adopted 2026/27 Budget	Carry Forward / Revote Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2026/27
Books & Library Resources	0.9	0.8	0.1	0.8	0.1	0.0	0.9
Information Technology (Equipment)	2.5	2.1	0.4	2.6	0.4	0.0	3.0
Vehicles and Plant	18.1	6.5	11.6	5.7	9.2	0.0	14.9
Equipment, Furniture & Fittings and Miscellaneous	10.8	7.0	3.8	8.7	0.9	0.0	9.7
Total Net Plant and Equipment	32.3	16.5	15.9	18.0	10.5	0.0	28.5
Technology and Digital Services - Capital Projects	31.2	27.7	3.5	25.5	0.2	3.5	29.3

Major Capital Works - Variance summary report greater than \$1M

City of Sydney | Q4 2025/26

Project Details				Project Status	\$ Millions*			
Project Name	Program Group	Project Group	Description	Q4 variance commentary	2025/26 Actual	2025/26 Budget	2025/26 Variance	Total Project Budget
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.	FY26 underspend reflects the current project program. Paving and in-ground services works progressing well on site and design for catenary lighting is being developed.	1.6	6.2	4.5	9.0
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 Pemulway development in the area bounded by Eveleigh, Lawson, Abercrombie, and Cleveland Streets.	FY26 underspend reflects a push out to FY27 to align with project program.	0.6	1.9	1.3	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.	FY26 underspend reflects push out of budget into FY27 to align with construction program. Following utility and authority approvals, construction works have now commenced.	0.4	6.7	6.3	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.	FY26 overspend reflects bringing funds forward from FY27 as the contractor progressed quicker than originally expected. Total project underspend reflects forecast savings at completion of works.	21.3	16.2	(5.1)	33.6
Primrose Avenue Quietway	Capital Programs Asset Enhancement	Bicycle Related Works	Formerly Dunning Avenue Bike Network Link.	FY26 underspend reflects push out of budget into FY27 to align with construction program. Works are well underway.	2.0	5.2	3.2	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.	FY26 underspend reflects push out of budget into FY27 to align with revised program resulting from delays in authority approvals.	0.2	2.1	1.9	4.2
City South Bike Network Link - Ultimo Rd and Campbell St	Capital Programs Asset Enhancement	Bicycle Related Works	City South Bike Network Link - Ultimo Rd and Campbell St.	FY26 underspend reflects push out of budget into FY27 to align with revised program resulting from delays in authority approvals.	0.2	1.4	1.2	7.6
Belmont & Fountain Streets Cycleway	Capital Programs Asset Enhancement	Bicycle Related Works	This project will include:1. A separated cycleway on Belmont Street (from Fountain Street to Alexandria Park Community School)2. A continuous footpath treatment (CFT) at the northern intersection of Belmont Street & Fountain Street.	FY26 underspend reflects a push out of budget into FY27 to align with revised program resulting from delays in authority approvals.	0.2	2.6	2.4	2.6
Town Hall House Accomodation Upgrades (various floors)	Capital Programs Asset Enhancement	Properties - Investment and Operational	Renewal and upgrade of City occupied floors at Town Hall House. The Town Hall Square project will move City Rangers and training spaces from Pitt Street to Town Hall House.	FY26 underspend reflects push out of budget into FY27 to align with revised program.	0.1	1.3	1.1	24.0
Open Space Renewal - Hyde Park Lighting	Capital Programs Asset Renewal	Open Space & Parks	Delivery of the Hyde Park Lighting Master Plan which includes updated lighting to all major and secondary paths, special feature lighting for art works and sculptures, introduction of mast lighting to lawns and addition of power bollards for events in the park.	FY26 overspend reflects bringing funds forward from FY27 as contractor works progressed quicker than originally expected.	16.1	13.8	(2.4)	27.4
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. Renewed assets to be asset condition 1 at handover. In the Stage 16 program to upgrade and replace of end-of-life equipment and to provide appropriate facilities for residents.	FY26 underspend reflects push out of budget into FY27 to align with construction program. Works have now commenced following extended utility and authority approvals.	0.5	2.3	1.7	6.0
343 George St - Facade Remediation	Capital Programs Asset Renewal	Properties Assets	Facade remediation and window repair works to the heritage facade of building 343 George St. Works are required to improve the visual aesthetic of the building and to protect the building from degradation. Implementation of facade lighting to south and east facades.	Total project budget and FY26 underspend reflect forecast project cost savings.	5.5	8.0	2.5	20.0
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.	Underspend in FY26 reflects push out of budget into FY27 to align with revised program. Program delays resulting from on-going consultation with TINSW (asset owner).	0.1	1.6	1.5	2.2
307 Pitt Street Fire Protection Upgrade	Capital Programs Asset Renewal	Properties Assets	Works to ensure compliance with Health and Building regulations.	Total project budget and FY26 underspend reflect project cost savings at completion of works.	0.7	3.0	2.3	6.4
Sydney Park Brick Kilns - Renewal Works	Capital Programs Asset Renewal	Properties Assets	The project will deliver the stabilisation and interpretation of the existing Sydney Park Brick Kilns Precinct as structures in the landscape, improves the physical and visual connection into Sydney Park, while preserving and celebrating this significant heritage fabric.	FY26 overspend reflects bringing funds forward from FY27, as the contractor progress quicker then originally expected.	14.9	11.8	(3.1)	37.7
Goulburn St Parking Station - Whole of structure remediation	Capital Programs Asset Renewal	Properties Assets	Remediation of the structure to enable it to perform adequately for the remainder of the lease term.	Underspend in FY26 reflects push out of budget into FY27 to align with revised program. Structural remediation works are planned to commence shortly.	0.2	2.2	2.0	26.0

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

Major Capital Works - Variance summary report greater than \$1M
City of Sydney | Q4 2025/26

Project Details				Project Status	\$ Millions*			
Project Name	Program Group	Project Group	Description	Q4 variance commentary	2025/26 Actual	2025/26 Budget	2025/26 Variance	Total Project Budget
Bay Street East - Depot Redevelopment	Capital Programs Asset Renewal	Properties Assets	This project proposes redevelopment of 'Bay Street East' to accommodate a new depot facility to serve the City North area as defined in the City Services Depot Strategy 2021 - 2031.	FY26 underspend due to competitive design process starting later than originally than expected.	0.7	2.2	1.6	73.5
Jubilee Oval Park + Sportsfield Amenities	Capital Programs Asset Renewal	Properties Assets	Delivery of new park and sportfield amenities including demolition of existing amenities buildings and disused umpire's room building.	FY26 reflects push out of budget into FY27 to align with revised program.	0.2	1.9	1.7	3.8
Lift Upgrade/Replacement - Various Sites Phase2	Capital Programs Asset Renewal	Properties Assets	Lift renewal of various sites (noting future upgrades to City sites are now delivered under the vertical transport renewal program).	Total project budget and FY26 underspend reflects savings at completion of works.	1.6	3.5	1.9	5.0
Building Renewal Program - Fire Services	Capital Programs Asset Renewal	Properties Assets	Building Renewal Program - Fire Services.	FY26 underspend reflects push out of budget into FY27 to align with construction program for a major project within the program.	1.9	4.0	2.1	16.4
KGV Centre - Major Renewal	Capital Programs Asset Renewal	Properties Assets	Asset renewal works for the roof and façade of KGV Recreation Centre.	FY26 underspend reflects push out of budget into FY27 to align with revised program.	0.2	1.8	1.6	4.0
343 George St - Level 6-10 Base Building Renewal	Capital Programs Asset Renewal	Properties Assets	Delivery of recommended renewal and upgrade works to Basement Level 2, Levels 6-10 and Rooftop	Construction works progressed ahead of program in FY26 and overspend reflects bringing funds forward from FY27.	4.6	3.0	(1.6)	24.3
George Street Pedestrian Safety and Vehicle Deterrents	Capital Programs Asset Enhancement	Public Domain	Manufacture and rollout (subject to Business Case approval) of permanent planters for George Street.	FY26 underspend reflects push out of budget into FY27 to align with project program. Manufacture of planters is well underway will installation on site expected in late 2026 to early 2027.	0.9	2.0	1.1	3.0
Victoria St Public Domain Upg (Craigend Street to Burton St)	Capital Programs Asset Enhancement	Public Domain	This project will upgrade Victoria Street, between Craigend Street to Burton Street to a standard consistent with its classification as a Village Main Street. Village Main Street infrastructure includes undergrounding of power lines, Smartpoles, and concrete unit paving kerb extensions to support outdoor dining, improve pedestrian crossing amenity at side streets with continuous footpath treatments and/or kerb extensions, greening and tree planting.	FY26 underspend reflects push out of budget into FY27 to align with project program.	0.5	1.6	1.2	15.0
Surry Hills to Central Cycleway	Capital Programs Asset Enhancement	Bicycle Related Works	This project will create a safe and direct bike network connection between Elizabeth Street near Central Station, the Bourke Street cycleway and Moore Park. It will reduce traffic volumes and vehicle speeds to improve the safety of people walking and riding. Treatments along the 1 km route include short sections of one-way traffic with contraflow bike paths, new pedestrian and bike priority crossings, footpath extensions, garden beds and trees.	FY26 underspend reflects push out of budget into FY27 to align with project program.	0.4	2.1	1.7	5.1
On-Street dining Permanent Sites	Capital Programs Asset Enhancement	Public Domain	Conversion of temporary on-street dining areas to permanent footpath extensions as per City public domain design codes and technical specifications.	FY26 underspend reflects push out of budget into FY27 to align with project program.	-	2.0	2.0	20.0

* 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 | Q4 2025/26

Project Name	Project Group	Project Group	\$ Millions*	
			Total Project Budget	Q4 June 2026 Status Comments
City Centre Sydney Square Upgrade	Public Domain - Asset Enhancement	Public Domain	35.0	Head Design Consultant engaged and concept design and detailed site investigations underway. Key terms for Heads of Agreement between the City and Sydney Anglican Properties endorsed by Council in February 2026. Development application being prepared.
Dixon Street Public Domain Improvements	Public Domain - Asset Enhancement	Public Domain	9.0	Contractor is progressing public domain paving works. Furniture contract has been executed and works are progressing.
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	Public Domain	37.9	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) is on-going and forecast for completion in late 2026. Works have been delayed due to service authority approvals. Gas main relocation and stormwater works completed and final intersection works are in progress.
Crown Street Public Domain	Public Domain - Asset Enhancement	Public Domain	33.1	Project complete.
Redfern and Darlington Pedestrian Improvements	Public Domain - Asset Enhancement	Public Domain	6.1	Wilson Plaza and Lawson Street Crossing complete. Planning for other projects underway and will be progressively rolled out over the next 2 years.
Northern Enterprise Precinct Public Domain Works	Public Domain - Asset Enhancement	Public Domain	5.0	Future year project.
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	Public Domain	9.1	Project complete.
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement	Public Domain	44.0	Works on George Street for Stage 1 and construction of the Bond Street Plaza are near completion. Concept design for the second stage of works between Essex Street and Alfred Street has been agreed with TfNSW, and the REF will shortly going on public exhibition.
Erskineville Road Village footpath upgrade	Public Domain - Asset Enhancement	Public Domain	10.0	Future year project - initial investigations and planning has commenced.
Harbour Street Footpath Public Domain Upg (Hay to Goulburn)	Public Domain - Asset Enhancement	Public Domain	5.5	Future year project.
Link Road and Epsom Road Intersection	Public Domain - Asset Enhancement	Public Domain	12.5	Construction commenced in July 26.
Campbell Street Public Domain Upg (George to Pitt Street)	Public Domain - Asset Enhancement	Public Domain	8.0	Future year project.
Victoria St Public Domain Upg (Craigend Street to Burton St)	Public Domain - Asset Enhancement	Public Domain	15.0	Head contractor appointed and detailed design underway. Construction planned to commence in 2027.

* 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 | Q4 2025/26

Project Name	Project Group	Project Group	\$ Millions*	
			Total Project Budget	Q4 June 2026 Status Comments
Stanley St Public Domain Upgrade (Crown to Riley)	Public Domain - Asset Enhancement	Public Domain	5.0	Future year project.
Green Square Public School and Community Spaces	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and	28.0	Project complete.
New Childcare - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and	8.0	Future year project. Being delivered by developer.
Sports Facilities - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and	7.0	Future year project. Being delivered by developer.
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and Recreational	33.6	Main structural works completed. Fit out works and forecourt works near completion. Opening planned for late 2026.
Chippendale Community Facility	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and	5.0	Future year project.
Waterloo Estate Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement	Properties - Community, Cultural and	10.0	Future year fit out project, after building is delivered by developer.
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement	Open Space & Parks	78.0	Head Design Consultant engaged and concept design and detailed site investigations underway.
Sydney Park - Fmr Nursery Re-use	Open Space & Parks - Asset Enhancement	Open Space & Parks	12.0	Head Design Consultant engaged and concept design and detailed site investigations underway.
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	Open Space & Parks	29.6	Project complete.
Oxford street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	18.7	Project complete.
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	20.2	Cycleway is open. Final works surrounding the Scentre Group development have commenced following completion of adjoining development.
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	8.1	Construction commenced September 2025, forecast completion late 2026.
City South Bike Network Link - Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	7.6	Detailed design complete, and finalising signal plans. Construction program under review to reflect delay in authority approvals. Construction forecast to commence late 2026.
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	6.1	Future year project.
Belmore Park	Open Space & Parks - Asset Renewal	Open Space & Parks	18.9	Project scope approved by Council in May 2026. Design development and documentation underway.

* 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 | Q4 2025/26

Project Name	Project Group	Project Group	\$ Millions*	
			Total Project Budget	Q4 June 2026 Status Comments
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	Open Space & Parks	27.4	Construction has been undertaken in stages. Completed works areas opened for public use. Completion of final stages of works forecast for late 2026.
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	Open Space & Parks	6.0	Construction underway, forecast for completion late 2026.
Alexandria Park	Open Space & Parks - Asset Renewal	Open Space & Parks	12.3	Project scope approved by Council in May 2026. Design development and documentation underway.
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	Open Space & Parks	7.9	Detailed design and documentation underway.
Ward Park	Open Space & Parks - Asset Renewal	Open Space & Parks	6.4	Design and construction tender documentation completed. Tender for construction contractor in progress.
Green Park	Open Space & Parks - Asset Renewal	Open Space & Parks	5.0	Design and construction tender documentation completed. Tender for construction contractor in progress.
Waterloo Oval and Park - Renewal	Open Space & Parks - Asset Renewal	Open Space & Parks	13.4	Site investigations have commenced and are progressing.
Mount Carmel Park - Park Renewal	Open Space & Parks - Asset Renewal	Open Space & Parks	7.6	Future year project.
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal	Open Space & Parks	5.5	Future year project.
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal	Public Domain	6.0	Future year project.
Customs House Façade Upgrade - Stage 2	Properties Assets - Asset Renewal	Properties Assets	9.6	Future year project.
Town Hall House, Façade Remediation	Properties Assets - Asset Renewal	Properties Assets	12.4	Project complete.
343 George St - Facade Remediation	Properties Assets - Asset Renewal	Properties Assets	20.0	Construction under way, forecast completion Aug 2026.
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	Properties Assets	37.7	Construction commenced mid 2025, forecast completion mid 2027.
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	Properties Assets	26.0	Tender for award of construction contract approved by Council in May 2026. Contract execution and mobilisation underway.

* 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 | Q4 2025/26

Project Name	Project Group	Project Group	\$ Millions*	Q4 June 2026 Status Comments
			Total Project Budget	
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	Properties Assets	73.5	Stage 1 DA approved December 2025. Competitive Design process underway.
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	Properties Assets	24.3	Base building renewal and fit-out works in progress.
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal	Properties Assets	25.0	Site investigations and concept design well underway. Scoping report to Council expected in the next few months.
Customs House - Major Renewal	Properties Assets - Asset Renewal	Properties Assets	20.0	Future year project.
Surry Hills Library - Facade Renewal	Properties Assets - Asset Renewal	Properties Assets	5.0	Future year project.
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal	Properties Assets	25.0	Future year project.
343 George Street - Level 1 2 3 Common Area/Services Renewal	Properties Assets - Asset Renewal	Properties Assets	6.0	Future year project.
South Eveleigh to Waterloo Metro Cycleway	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	6.6	Project scope approved by Council in June 2026. Design development and documentation underway.
New Open Space - 22 ORiordan St Alexandra	Open Space & Parks - Asset Enhancement	Open Space & Parks	18.0	Site investigations and project planning underway.
Town Hall square	Public Domain - Asset Enhancement	Public Domain	150.0	Project scope and Head Design Consultant Tender reports endorsed by Council in February 2026. Concept design and detailed site investigations underway.
On-Street dining Permanent Sites	Public Domain - Asset Enhancement	Public Domain	20.0	Planning has commenced.
Contribution to VPA - New public domain at 905 South Dowling	Public Domain - Asset Enhancement	Public Domain	7.2	Being developed by developer progressively over the next few years.
Fitzroy Gardens Elizabeth Bay - Major Renewal Works	Open Space & Parks - Asset Renewal	Open Space & Parks	7.1	Site investigations and project planning underway.
Ron Williams Centre - Upgrade	Properties Assets - Asset Renewal	Properties Assets	12.0	Future year project.
307 Pitt Street Fire Protection Upgrade	Properties Assets - Asset Renewal	Properties Assets	6.4	Project complete.
Lift Upgrade/Replacement - Various Sites Phase2	Properties Assets - Asset Renewal	Properties Assets	5.0	Project complete.
Surry Hills to Central Cycleway	Bicycle Related Works - Asset Enhancement	Bicycle Related Works	5.1	Detailed design and documentation underway.

* 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 | Q4 2025/26

			\$ Millions*	
Project Name	Project Group	Project Group	Total Project Budget	Q4 June 2026 Status Comments
McElhone Stairs Pedestrian Lift	Properties Assets - Asset Renewal	Public Domain	5.0	Site investigations and project planning underway.

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

City of Sydney
2026/27 Post Revote Capital Works Summary

\$'M	Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2031/32	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	59.6	19.8	10.2	5.9	5.5	41.4	3.0	1.6	1.5	2.2	2.8	3.0	55.6	115.2
Green Infrastructure	18.0	10.2	4.0	4.2	3.1	21.5	0.6	0.7	1.2	0.8	0.6	0.6	26.0	43.9
Open Space & Parks	88.2	6.6	18.5	42.1	43.0	110.2	41.6	19.5	4.0	10.6	14.4	12.3	212.7	300.9
Properties - Community, Cultural and Recreational	79.1	5.8	15.5	0.5	0.5	22.3	2.5	2.0	7.5	11.0	15.4	13.5	74.3	153.4
Properties - Investment and Operational	1.2	4.1	3.0	2.8	3.0	12.9	3.0	3.0	9.0	8.0	8.0	8.0	51.9	53.1
Public Art	6.4	3.2	3.4	2.2	2.1	10.9	2.1	2.0	1.0	1.9	1.7	1.8	21.3	27.7
Public Domain	174.1	36.7	76.3	87.9	63.9	264.9	27.4	6.7	6.1	15.5	19.9	17.1	357.6	531.7
Stormwater Drainage	3.7	5.4	3.7	3.9	3.8	16.9	3.5	3.1	3.6	2.0	2.0	2.0	33.0	36.7
Asset Enhancement Projects Total	430.3	91.9	134.7	149.6	124.9	501.1	83.8	38.6	33.8	52.0	64.7	58.3	832.3	1,262.6
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		25.4	24.2	22.1	19.4	91.1	19.5	18.2	17.3	24.8	25.8	26.8	223.5	223.5
Open Space & Parks		46.9	44.3	40.9	37.6	169.7	29.1	23.0	23.7	46.0	38.9	34.8	365.3	365.3
Properties Assets		58.3	48.7	47.4	84.4	238.9	87.7	54.0	46.0	54.0	47.6	37.8	566.0	566.0
Public Art		3.3	0.8	0.7	0.5	5.3	0.6	0.4	0.6	0.4	0.8	0.7	8.8	8.8
Public Domain		35.9	42.0	28.3	21.9	128.1	14.4	14.3	11.7	16.2	12.1	11.9	208.6	208.6
Stormwater Drainage		5.6	7.0	7.1	7.1	26.8	7.0	7.0	7.0	9.9	9.9	10.2	78.0	78.0
Asset Renewal Programs Total		175.5	167.0	146.5	171.0	659.9	158.4	116.9	106.3	151.3	135.1	122.2	1,450.1	1,450.1
Capital Works Contingency		8.0				8.0							8.0	8.0
TOTAL CAPITAL WORKS	430.3	275.4	301.7	296.0	295.8	1,169.0	242.2	155.6	140.2	203.3	199.8	180.5	2,290.4	2,720.7

Attachment C

**Delivery program 2025-2029
June 2026 progress report**



Delivery Program 2025–2029 Progress Report

June 2026

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

City of Sydney – Delivery program 2025-2029 – June 2026 progress report

Table of Contents

SD01 Responsible governance and stewardship	4
1.1 The City of Sydney and other civic leaders provide effective governance and leadership.....	4
1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future.....	6
1.3 The City of Sydney is financially sustainable over the long-term	8
1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney.....	9
1.5 The transformation of the city is enabled by successful partnerships and collaboration	10
SD02 A leading environmental performer	12
2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced.....	12
2.2 Greening has increased to create a cool, calm, and resilient city	14
2.3 Water is managed to support a resilient, sustainable, and liveable city	16
2.4 A circular economy approach is embedded in products, services and systems	17
2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes	20
SD03 Public places for all	22
3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm	22
3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained	22
3.3 Creativity and culture is embedded in the fabric of the city	24
3.4 Physical and visual connections to the harbour are strengthened	24
3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing.....	24
SD04 Design excellence and sustainable development.....	27
4.1 The city's liveability is enhanced through well planned and designed development and public spaces.....	27
4.2 Productivity is supported by planning for jobs, innovation and enterprise activities	28
4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth	29
4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive.....	29
4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability	30
SD05 A city for walking, cycling and public transport	31
5.1 Street space is reallocated for people, places and planting	31
5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area	32
5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area..	32
5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport.....	34

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces.....	36
SD06 An equitable and inclusive city	37
6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	37
6.2 Everyone feels welcome and included in the city.....	37
6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity	39
6.4 Everyone is engaged and actively participates in the governance of their city	40
6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life	41
6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice	41
6.7 A sustainable food system that provides access to safe and nutritious food	43
SD07 Resilient and diverse communities.....	44
7.1 Communities are connected and socially cohesive.....	44
7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing.....	45
7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses.....	46
7.4 The city economy is diversified to strengthen its resilience.....	47
7.5 People feel safe in the city	47
7.6 Communities are empowered to lead the change they want to see in the city.....	49
SD08 A thriving cultural life	50
8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported.....	50
8.2 We value our cultural life and champion our creative industries	50
8.3 An increasing number of creative workers live or work in the city.....	52
8.4 Sydney's cultural life reflects the diversity of our communities	53
8.5 There is an increased supply of accessible creative space	53
SD09 A transformed and innovative economy	55
9.1 An expanding innovation economy supports Sydney's future prosperity	55
9.2 The transition to a net zero economy offers new economic opportunities.....	56
9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity.....	57
9.4 Creativity and great experiences fuel the vitality of the city.....	58
9.5 Unique local neighbourhoods and the global city centre support thriving economic activity	60

SD10 Housing for all..... 61

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs 61

10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities..... 62

10.3 An increased supply of affordable rental and diverse housing supports our communities and the economy..... 63

10.4 Our city has a mix of housing accommodating diverse and growing communities 64

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples 65

Glossary

Appendix 1: Status definitions for progress reports

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

SD01 Responsible governance and stewardship

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

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

Major Programs	Progress To Date	Status
Optimise governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Throughout the year, the City continued to strengthen its risk and compliance framework through ongoing enhancements to systems, reporting, education and governance processes. Significant progress was made in embedding the Risk Appetite Statement into decision-making. The identification, monitoring and reporting of critical compliance obligations remained a key focus. As the compliance framework matured, reporting and escalation processes continued to strengthen, improving the City's ability to identify and manage compliance risks. Regular education, briefing sessions and targeted guidance were provided to reinforce risk management and compliance responsibilities and to promote a consistent culture of accountability. Insights, trends and learnings from the City's risk and compliance registers continued to be reported quarterly to the Audit, Risk and Compliance Committee, supporting effective governance and continuous improvement.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan 42	The City continued implementation of its Safety Management System through targeted initiatives focused on psychosocial risk management and strengthening injury management practices. Business Units progressed their priority psychosocial safety initiatives informed by risk assessments, while the rollout of the Injury Management Checklist and ongoing claims review processes supported more consistent manager engagement, proactive intervention and improved return-to-work outcomes. Together, these initiatives contribute to improved health, safety and wellbeing outcomes for the City's workforce.	On Track
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	All staff completed Code of Conduct refresher training to support our values and the Code while building on our positive culture of integrity at the City. The Public Interest Disclosure Policy was reviewed and updated and Public Interest Disclosure 3 year refresher training completed by all managers. Two Independent Commission Against Corruption (ICAC) led in-house training sessions on Corruption Prevention in Grant Making were run for employees. New starters received training on the Fraud and Corruption Control Plan and the Public Interest Disclosure Policy in Code of Conduct training. Corruption prevention training on common forms of corruption and the role of managers in preventing corruption was presented to all senior managers. Quarterly reviews of the conflicts of interest register were completed. Staff communications included guidance for managers on appropriate management of public interest disclosures, a public interest disclosure awareness week update from the CEO to all staff on why speaking up matters, an International Fraud Awareness Week article Preventing Fraud is a Team Effort, several updates on the Register of Delegations from the CEO to Executive Directors and staff, manager messages on the proper management of conflicts of interest disclosures, and a privacy update on the responsible use of AI.	On Track
Implement a risk based and comprehensive annual internal audit plan	For FY 2025/26 the operational audit plan is underway with progress regularly reported to Council's Audit Risk and Compliance Committee (ARCC). An annual risk-based update to the plan for 2026/27 is currently being reviewed prior to approval by the ARCC.	On Track
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The 2024/25 Annual Financial Statements were completed with an unmodified (unqualified) audit opinion and presented to Council at the October 2025 meeting. Subsequent to Council endorsement, the statements were submitted to the Office of Local Government by the 31 October deadline and exhibited to the public. At the November 2025 Council meeting, the statements were formally adopted as part of the Annual Report for the 2024/25 financial year.	On Track

					Preparation work for the 2025/26 Annual Financial Statements is underway including audit planning and interim audit work in line with the year-end timetable.							
Ensure Council electoral processes are well managed and meet legislative requirements					The City now has the same responsibilities to its non-residents as every other local government authority in NSW and has fully transitioned to meet its current obligations. Processes have been documented and management roles are in place to ensure the City meets all legislative requirements. All obligations for the last local government elections in 2024 were successfully met. No action was required in 2025/26.					On Track		
Foster leadership capabilities												
Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community					Councillors receive regular (weekly) information updates and workshop sessions on relevant issues. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by the Office of Local Government, LGNSW and other providers is provided to all Councillors as applicable. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.					On Track		
Provide high quality internal legal advice and representation												
Provide legal services and support to the organisation, optimising outcomes for the City					Ongoing support being provided across the organisation on significant transactions, capital projects, procurements and litigation.					On Track		
Optimise governance, risk and audit frameworks												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Public interest disclosures received	No	2	4	-	0	3	3	2	8			Indicator Only
Data breaches reported to the Mandatory Notification of a Data Breach Scheme	No	0	1	-	-	-	-	0	0		New measure. No data breaches were reported in the 2023/24 or 2025/26 financial years. One data breach was reported in FY 2024/25.	Indicator Only
Lost time injuries	No	43	69	-	25	10	14	16	65			Indicator Only
Foster leadership capabilities												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	0	0	-	-	-	-	0	0			Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	1	0	-	1	0	0	0	1			Indicator Only

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

Major Programs	Progress To Date	Status
Implement continuous improvement programs		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline processes, free up staff time and improve employee satisfaction. A transformation project of the procurement and contract management function is being implemented that will optimise efficiency and effectiveness.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The City's Asset Management Strategy and Policy, in addition to the Community Asset Management Plan, were adopted by Council as part of the Integrated Planning documents for 2026/27. Asset management plans for buildings, streets and structures, stormwater, parks and greening, fleet and public art are all underway and at varying stages of development or iteration. Implementation of the asset management maturity improvement plan is underway.	On Track
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	This year 5 new or improved Smart Productivity Solutions were delivered for a range of business services and activities. Smart Productivity Solutions contribute to the City's Digital Transformation by providing high quality data at point of capture, information and data security, and improved efficiency by eliminating manual processes. Several information protection training and awareness programs were developed and delivered including Information Protection and TRIM Access Controls, and an Introduction to Information Protection for City Planning, Development and Transport. Information protection components of 8 Cloud Due Diligence Assessments were completed. A total of 18 Retention and Disposal Plans (RDP) were completed. An RDP for OneDrive was implemented and has resulted in almost 17TB of data deleted. A physical records re-boxing initiative was completed for 1,811 boxes facilitating the ability to carry out timely disposal of records.	On Track
Develop responsive digital services		
Develop responsive digital services that are easy for our community to access and use	Following the launch of 84 smart digital forms in April 2024, we are now in the development phase for the next release of forms on City Connect. The City's electronic booking system (EBEMs) was implemented in May 2026. Digital parking permit renewals were implemented in June 2026. Some of the services currently in development include busking applications, tree applications, traffic, parking and bus stop applications, community centre activity registrations and community bus booking applications.	On Track
Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	Digital and information services maintained stable and secure technology services during the period, with no major service disruptions or IT security incidents. The team continued to modernise the City's technology environment through upgrades to core infrastructure, cyber security, enterprise platforms and business systems, while completing key device and storage refresh programs. Major initiatives delivered included the UKG/Kronos upgrade, Partner Portals, Legal Matters system and the new Enterprise Booking and Event Management platform, strengthening service reliability, business continuity and cyber resilience across the organisation.	On Track
Provide access to City of Sydney information and data		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	This year the City has provided and promoted public access by: - publishing 22,853 planning application documents, including 7,055 submissions relating to 622 planning applications, through the online Find a DA service; - completing 3,053 requests for information, section 41 access applications and subpoenas. A primary channel for proactive disclosure is the City's website, which in the year had 2,586,558 users, 8,764,373 page views and 385,562 file downloads.	On Track

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

4 new data products (open data sets, interactive maps) have been published on the City's Data Hub. The Data Hub now contains 160 data products.
 - 9,759 new items were proactively published to the Archives & History Resources catalogue, including the migration of 281 oral histories from the City's website. The catalogue now contains 1,083,749 items. Enhancements included transcriptions of volumes of Minutes of Council and 25,000 index entries for the Surveyors Field Books. Digitisation projects included the Finance Committee Reports, 1857-1898 and the Town Clerks Correspondence Files, 1900-1913. 29 collections and place records were added, including a number of water features.
 The City Archives has continued to work toward targets for improvements in the management of records of Aboriginal and Torres Strait Islander records in the City Archives.

On Track

Provide business and spatial intelligence

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

19 Internal dashboards and 24 spatial and business intelligence apps were deployed this year to support a range of business services and activities.

On Track

Strengthen workforce capability, diversity and inclusion

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

The City continues to implement its People Strategy, building on programs that enhance workforce capability, streamline ways of working, and strengthen manager insights through improved reporting tools. The People Strategy has been refreshed and a detailed implementation plan developed and execution underway.

On Track

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

The City continues to implement initiatives that promote Equal Employment Opportunity, diversity and inclusion. Our anti-racism framework and supporting resources were refined through stakeholder consultation, with feedback informing improvements to governance, accountability and implementation planning.
 A First Nations representative also presented the Eora Journey program and Stretch Reconciliation Action Plan at the New Starter Forum in March 2026.
 In addition, the gender affirmation support program progressed through planning and development, with consultation and implementation scheduled for the second half of 2026.
 Inclusion and accessibility also remain key considerations in developing the City's leadership and management programs.

On Track

45

Develop responsive digital services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Communication received from the community via digital channels	%	65.73	73.28	-	73.2	73.6	74.8	74.3	73.98		Indicator Only
Average time to answer phone calls from the community	Secs	-	78.25	<90	67	92	108	94	90.25		Attention Required
Community service requests received	No.	197,882	163,423	-	50,293	53,016	52,926	47,496	203,731	Data reported for Q1 and Q2 for the financial year 2025/26 has been revised	Indicator Only
Community service requests from all channels actioned within agreed service standards	%	87.23	92.42	85	89	86	86	88	87.25	Data reported for Q1 and Q2 for the financial year 2025/26 has been revised	On Track

Provide access to City of Sydney information and data											
Key Performance Indicator	Unit	2023/24	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	21	20	70		Indicator Only
GIPAA informal access applications received	No.	2,895	2,904	-	787	664	748	782	2,981		Indicator Only
Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	Unit	2023/24	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	2,087.26	2,094.22	2,094.22		Indicator Only
Vacancy rate	%	6.49	5.39	-	4.52	6.5	4.73	5.29	5.26		Indicator Only
1.3 The City of Sydney is financially sustainable over the long-term											
Major Programs			Progress To Date							Status	
Maintain financial sustainability											
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges			We continually review service costs, business cases and improvement opportunities to ensure value for money.							On Track	
Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity			Quarterly budget review statements were provided to Council throughout 2025/26 that confirmed the organisation remains in a sound financial position. The 2025/26 year-end performance is to be reported in August 2026 and the audited financial statements will be presented in October 2026. The 2026/27 Long Term Financial Plan was adopted by Council in June 2026, with monitoring against the updated projections commencing with Quarter 1 reporting in November.							On Track	
Integrated planning and reporting											
Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability			The City's 2026/27 operational plan and 2026 resourcing strategy were adopted by Council on 29 June 2026 after public exhibition. The City's 2024/25 annual report was completed in line with legislative requirements and endorsed at the November 2025 Council meeting. Work has commenced on the annual report for 2025/26.							On Track	
Advocate for equitable contributions from ratepayers											
Collaborate with the NSW Government to achieve positive rating legislative reforms			The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing regulations and guidance to support rating reforms, as and when required.							On Track	

Optimise investment property returns

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

The City has continued to strengthen the performance of its investment portfolio through proactive leasing, active asset management and targeted tenant engagement. A number of successful leasing outcomes have been achieved across the portfolio, contributing to improved occupancy, increased revenue and a stronger tenant mix in key assets. While market conditions remain competitive, with tenants continuing to seek quality and fully fitted premises and leasing incentives remaining an important consideration for commercial tenants, the portfolio has demonstrated improved performance through disciplined commercial decision-making and strategic lease management. The City will continue to focus on enhancing asset performance, maximising sustainable revenue opportunities, sustainability and securing long-term tenancy outcomes that support the ongoing value of the investment portfolio.

On Track

Ensure best practice procurement

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

City business units can now independently manage sourcing activities under \$150,000 in value through streamlined, standardised pathways with embedded governance, probity, and value-for-money requirements. Redesigned processes reduce reliance on central procurement while strengthening compliance through clearer approvals, templates, and guidance, alongside enhanced evaluation criteria such as whole-of-life cost, risk, and supplier capability. Improvements include stronger governance controls, automated procurement and record management, integrated sustainability requirements, updated internal guidance documents, a new support model, internal training, enhanced terms and insurance guidance, and centralised management of the tendering system.

On Track

Maintain financial sustainability

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	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	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the financial statements are published in November 2026.	On Track
Own source revenue ratio. Benchmark >60%	%	84.47	85.62	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the Annual Financial Statements are published in November 2026	On Track
Building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark > 100%	%	103.97	116.38	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the Annual Financial Statements are published in November 2026	On Track

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

Major Programs	Progress To Date	Status
Advocate for policy reform and integration		
Research, assess and make submissions on intergovernmental policy issues to the NSW Government and the Federal Government where appropriate	The City continues to make submissions to the NSW and federal government on matters impacting the city, our workers, visitors and residents. This year this included submissions for: the Draft NSW Heritage Strategy 2025, the NSW Net Zero Commission Consultation Paper, the Arts Tax Summit, Changes to Using E-Micromobility Devices on Public Transport, the Australian Energy Regulator (AER) - Ausgrid Community Power Network Trial, the Strata	On Track

Schemes Legislation Amendment (Miscellaneous) Bill 2025, the Draft Community Improvement Districts Amendment Regulation 2025, National Food Security, Procurement Guidelines for NSW Local Government, Disability Discrimination Act 1992 Review, Select Committee on Proposed Energy from Waste Facilities, NSW Government - Draft Cool Places Guidelines V1, the Local Government Remuneration Tribunal - 2026 Annual Review, Federal Government Inquiry into Arts and Cultural Philanthropy, Establishing the Development Coordination Authority, the New Approach to Strategic Planning Discussion Paper, the Draft Sydney Plan, the Draft Statewide Policy for Industrial Lands, the NSW Inquiry into the State of Live Music, the Refresh of the Joint Organisations Framework, the Climate Change and Natural Hazards State Environmental Planning Policy (SEPP) Explanation of Intended Effect, the NSW Inquiry into Data Centres, the NSW Data Centre Consultation Paper, NSW Government's Shared E-Micromobility ('Share Bike') Reforms, the Road Safety Action Plan 2031, the National Cultural Policy, the NSW Energy Efficiency Rental Standards, the Proposed Statewide Community Participation Plan, the Waterloo Estate (South) Concept State Significant (SSD) Application, Artificial Intelligence and Data Centres, the Low Rise Housing Reforms and Targeted Assessment Discussion Paper, NSW Government Walkable NSW Discussion Paper and the NSW Human Rights Bill 2025.

Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.

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

Major Programs	Progress To Date	Status
Continue to develop international, national, regional and local partnerships		
Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community 48	In May 2026, Resilient Sydney Ambassadors representing 25 Greater Sydney councils and Committee for Sydney met. The focus was on region-wide coordination and accelerated delivery of a connected city of Greenways. The multi-sector Resilient Sydney Steering Committee met in November 2025 and March 2026. Submissions were made on the Climate Change and Natural Hazards SEPP, Sydney Plan, rental reforms and data centres. The Community Connections Tool-Kit and Electrification Resources Tool-Kit were released and Affordable Housing Contribution Scheme templates refreshed. Resilient Sydney and WSROC continued to coordinate the Greater Sydney Heat Taskforce, and key recommended actions from the Greater Sydney Heat Plan over FY26 delivering 4 Taskforce meetings, enabling cross -government, multisector collaboration to advance heat risk mitigation. Resilient Sydney is collaborating with NSW Premiers Department on social cohesion and participated in 2 Strong Cities Network Connected Councils co-design workshops. Resilient Sydney is on the steering committee for the development of the NSW Social Cohesion Framework and in engaged in developing the Social Cohesion Measurement and Indicators Tool. Resilient Sydney presented at and participated in a range of government and industry forums, including: the Committee for Sydney; Sydney as an Urban Renewable Energy Zone; the Ambassadors Cycle Tour – Inner West Greenway; A City of GreenWays workshop; the Ministerial Roundtable on the new NSW Net Zero Plan; City of Parramatta Council's Climate Change Risk Assessment; Greater Sydney Heat Taskforce meetings; Lifeline and NRMA Insurance's Understanding the Impacts of Extreme Weather on Mental Health in Australia event; Committee for Sydney's A Sporting Chance Sport Issues Report launch; Green Building Council of Australia Local Government Roundtable; Committee for Sydney's Boardroom Lunch with the CEO's of the Climate Change Authority and Sydney Water; Minimum Energy Efficiency Rental Standards Workshop; the Cumberland Caring for Country Working Group and the Mark Watts C40 Tour.	On Track
Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network	During this year, the City hosted 24 international delegations from Thailand, South Korea, Japan, Taiwan, China, Vietnam and UK, with staff briefings to support knowledge exchange on topics such as net zero, wayfinding, urban planning and inclusion and diversity. The City has an ongoing leadership role in the World Cities Culture Forum, an international network focused on cultural policy and advocacy, research, and knowledge exchange. The Executive Manager of Creative City and the City Architect attended the World Cities Culture Summit in Amsterdam in October 2025. The City also contributed to	On Track

the World Cities Culture Report, released in January 2026, providing data on Greater Sydney's cultural life and industries.

Resilient Sydney has presented internationally on the Greater Sydney Heat Smart City Plan and is a participant in Resilient Cities Network's Climate, Health and Equity Community of Practice. They have worked with Resilient Cities Catalyst and WSROC to invest in heat risk reduction projects in western Sydney, as well as hosting officials from the German and Japanese Governments, and providing briefings on the Resilient Sydney Strategy (2025-2030) and enhancing social cohesion. Resilient Sydney also presented to C40 on the Resilient Sydney data platform.

Resilient Sydney's Chief Resilience Officer and Steering Committee Chair joined an international cohort of Chief Resilience Officers and mayors in London at the Resilient Cities Forum Summit in December 2025 focused on shaping the next decade of urban resilience. They also met with Greater London Authority, UK Preparedness Commission and Deputy Mayors leading work on the World Cities Culture Forum and Net Zero.

SD02 A leading environmental performer

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

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

Major Programs	Progress To Date	Status
Undertake initiatives to achieve net zero emissions for City assets and operations		
Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	The electric vehicle (EV) fleet is sitting at 25% of the total registered fleet. There are 82 EVs in operation.	On Track
Reduce energy use in public lighting through renewal with highly efficient LED lights managed by smart controls	The program for the replacement of the first generation of City owned LED lights with more efficient LED lights fitted with smart controls is currently underway and continues over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. To date, the City has completed approximately 3,469 LED replacements under this program, resulting in an additional approximately 37% reduction in energy consumption for those upgraded lights. Ausgrid had also completed the upgrade of public lighting in their network across the City of Sydney local area to LED technology. A total of 8,347 lights were upgraded in this program.	On Track
Implement electrification and energy efficiency improvements to reduce energy use in City buildings, including replacement of gas cooking equipment, gas domestic hot water systems and gas heating boilers	The net zero framework for City properties has been approved, with at least \$18m dedicated in the long term financial plan to replace all gas equipment across the portfolio, including gas cooking equipment, gas domestic hot water and gas space heating boilers. Separate projects fall under this framework to deliver on the electrification target by 2030. The most significant electrification project completed in the past year is the electrification of pool heating and shower heating at Andrew Boy Charlton Pool. This year, 5 sites with gas powered cooking equipment have been transitioned to electric assets and 2 sites with gas domestic hot water have transitioned to electric. LED upgrades have been completed at 9 different sites to improve energy efficiency outcomes for the site.	On Track
50		
Create, and then implement, a plan to reduce embodied carbon in our forward planned assets	Following completion of an embodied carbon measurement method in September, the City collated data from the 2025/26 road resurfacing and renewal program, to inform how we measure, track and reduce emissions, from our delivery of roads into the future. Some larger scale building projects have begun implementing the measurement method through design and construct contracts. The method has supported project managers to reduce embodied carbon by adjusting design elements. Final embodied carbon measurements for these projects will be determined following construction completion.	On Track
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area		
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	The City is a member of key groups working to reduce embodied carbon including the Materials and Embodied Carbon Leadership Alliance, the Australian Sustainable Built Environment Council, the Infrastructure Sustainability Council and the Green Building Council of Australia. We have proactively participated in numerous meetings across the year to keep up to date on industry trends and practises and towards informing our own internal process improvements.	On Track

Support transition to zero emissions transport

Advocate to the Federal and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	A submission on EV charging in apartment buildings was provided to NSW Fair Trading in September 2025, in response to their consultation request for the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025. Another submission was made to the Australian Energy Market Commission in June 2026 regarding Commonwealth grant funded EV charging infrastructure. The City's continues to track industry issues or impacts that may warrant a future submission.	On Track
Support more people walking, riding bicycles and catching zero emissions public transport	Significant uptake in use of share bikes has increased the number and diversity of people riding, and contributes to a City for cycling. We made two major submissions on the NSW Government's draft Regulation, reflecting the City's needs around NSW Government leadership of the system; them setting fleet numbers that reflect our capacity to have the devices stored primarily on our roadspace so there is minimal footpath clutter; a better funding deal for the City; and clear enforceability for poorly parked devices. For the NSW Government's Roads Act Review, it released a Consultation Summary report in late March. It outlines there will be changes to the Act to codify existing successful practice where it makes sense to do so, but there will be no consultation on the draft amendments. The report also foreshadowed that the preferred approach for more fundamental reform is a "plan-led approach", which was "Model 2" in the 2025 Options Paper. The City did not support a particular model. There are no firm details on the process, its timing or likely resource impacts on the City. We provided a detailed submission to the NSW Government's Walkable NSW Discussion Paper.	On Track
Advocate to the NSW Government for zero emissions buses	We included electrification of bus depots to enable fleet electrification as a key NSW Government priority in our submission and staff evidence to the NSW Parliament Inquiry into Electric Vehicle Charging Infrastructure. The Committee received final evidence in July 2025. There is no Inquiry report released to date, or Government response. The City continues to monitor the NSW Government's plan to have 1,200 electric buses operating in Sydney by 2028. There was no detailed information available to interpret the funding in the NSW Budget.	On Track
Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The NSW Parliament's Inquiry into infrastructure for electric vehicle charging still has not been reported. The City's advocacy remains focussed on the need for the NSW Government to accelerate the transition of key fleets, such as buses and taxis. A key element of this fleet transition needs to be facilitation of scalable rapid public charging, on private land. The NSW Government in late 2025 announced a grant funding round for faster charging. The City received no proposals for support from charging point operators. The NSW Government has not announced the outcomes of that grant process. The City in Q4 engaged with the lead Commonwealth environment agency on the need for charging to support fleet transition - the agency is developing a potential grant funding program for additional lower speed kerbside charging.	On Track

51

Undertake initiatives to achieve net zero emissions for City assets and operations

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,553.9	11,479.5	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. This data will be available when the Green Report for 2026 is published	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 Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste). Net zero by 2035	Tonnes CO2	3,225,392	-	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. Data for the FY24/25 will be made available soon, and will be published in the Green Report for 2026	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	-	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. Data for the FY24/25 will be made available soon, and will be published in the Green Report for 2026	Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	703.89	604.9	-	413.56	389.11	0	0	802.66	This year, 52 environmental grants were provided by the City. These projects were supported through the Green building, Festival and events, Innovation and ideas and Venue support grants programs.	Indicator Only

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

Major Programs	Progress To Date	Status
Improve urban greening and canopy cover		
Deliver tree planting programs to maximise urban canopy, reduce urban heat and improve community health and wellbeing	The City planted 1,164 trees this year, consisting of 762 street trees and 402 park trees. The in-road planting projects have progressed, with construction completed in Rosebery Avenue and Tweedmouth Avenue Rosebery, Victoria Road Glebe, and 28 inroad blister sites across the local area. Consultation has been finalised for Cowper Wharf Road, Woolloomooloo with construction to commence in late July 2027.	On Track
Improve habitat potential and biodiversity		
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	The City is managing 16.48ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare/Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers assist with annual planting activities as part of National Tree Day.	On Track
Support participation in community greening		
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups	The City supports 19 community gardens and 4 Bushcare/Landcare groups operating within the area. Over 550 volunteers and community garden members are actively engaged. The City encourages and supports groups to become self-managed to a high standard and provides donation of materials and plants, including sourcing native plants from local First Nations nurseries.	On Track

Improve urban greening and canopy cover											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	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	10,651	27,895	109,677	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting included: Hyde Park, Pirrama Park, Victoria Park, Sydney Park, Orphan School Creek, Prince Alfred Park, Mountain Street Reserve, Regent Street Reserve, Edgley Street Reserve, Federal Park, Southern Cross Drive, Rushcutters Bay Park and streetscapes in Rosebery, Glebe, Erskineville, Surry Hills, Redfern and Darlinghurst.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,888	12,054	9,000	2,671	3,560	1,459	2,859	10,549	Significant projects have included Rosebery Avenue and Crew Place, Rosebery Avenue crossing, Rosebery, in-road tree planting at Anne Street Surry Hills, Oswald Lane Darlinghurst, Stirling Street Redfern, Ada Street Erskineville and Victoria Road Glebe. Charles and Albert Street Erskineville. Planting of the Rosebery Quiet Way. This work cools and greens the City while contributing toward the delivery of the City's greening target of 40% by 2050.	On Track

53

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	-	-	-	16.48	16.48	Areas managed as native bush restoration have increased by 0.8ha with the addition of 5 bush restoration areas in Rosebery including Bannerman Crescent, Kimberley Grove, Southern Cross Drive and Crete Reserve and Shea Creek shared pathway at Alexandria. The bushland target will be reviewed as part of the Urban Ecology Strategic Action Plan update.	Indicator Only

2.3 Water is managed to support a resilient, sustainable, and liveable city												
Major Programs			Progress To Date							Status		
Minimise potable water usage in the City’s operation												
Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible			Final data for potable water use from Sydney Water for the financial year is still being validated. Validated data will be available when the 2026 Green Report is published. Parks water recycling systems supplied 50.1ML of non-potable water for the 2025/26 financial year through to May 2026, to supplement potable water use. For those parks with water recycling systems available, recycled water supplied 95% of irrigation water demand in those parks. Ongoing actions to reduce potable water use for irrigation in parks includes extending the trial of smart irrigation technology to irrigate based on soil sensors and weather data, renewal planning for irrigation controllers, and upgrades/enhancement of water harvesting systems.							On Track		
Minimise potable water use in the City’s operation through efficiency initiatives including water audits and utilising the leak detection framework			Design has been completed for 3 main water reuse initiatives at Alexandra Canal Depot, Kings Cross Carpark, and Prince Alfred Park Pool. A review of environmental factors has commenced. Water efficient fixtures and timers were installed on taps and showers at Ian Thorpe Aquatic Centre in June 2026. The Water Data Analytics and Integration Project is in progress. This project will deliver advanced data dashboards to enhance monitoring, reporting, and decision-making for water performance across our assets. A review of the operation of cooling towers has been completed. Preliminary adjustments have already achieved an estimated annual saving of 2–4 million litres of potable water. We have requested Sydney Water to change our Wastewater factor, which will reduce wastewater charges to the City. The City continues to manage and operate more than 40 rainwater recycling systems across the Sydney local area, providing sustainable alternative water sources for toilet flushing, cleaning, and other non-potable uses. Three additional rainwater tanks were installed at Woolloomooloo Depot.							On Track		
Collaborate to support a water sensitive city												
Implement extension of Green Square recycled water reticulation network			The City has extended the Green Square Water Reuse Scheme recycled water network beyond the Green Square Town Centre to service the Meriton development on the former Suttons site. This extension will provide recycled water for non-potable uses to approximately 855 residential dwellings and 6,500 m² of public open space, supporting the City's commitment to sustainable water management and reducing reliance on potable water.							On Track		
Improve stormwater quality												
Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways			The City has a multi-year program of installing and maintaining stormwater quality improvement devices to meet its targets of reducing stormwater pollution in our waterways. One major gross pollutant trap (GPT) was installed in 2025/26 while other GPTs are at various stages of investigation, design and approval. A comprehensive audit of the City's GPTs was undertaken to inform a long-term GPT renewal program. GPTs and raingardens continue to be maintained.							On Track		
Minimise potable water usage in the City’s operation												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Potable water use from the City of Sydney’s operations. Target reduction from 2006 baseline of 431,000 kL	kL	364,883	374,981	-	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. This data will be available when the Green Report for 2026 is published	Indicator Only

City of Sydney local area residential potable water use per person per day. Target of 204 litres by 2030	Ltr	194.2	-	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. Data for the FY2024/25 will be made available soon, and will be published in the Green Report for 2026	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	-	-	-	-	-	-	-	Final data for the financial year 2025/26 is not available at the time of publication. Data for the FY2024/25 will be made available soon, and will be published in the Green Report for 2026	Indicator Only

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

Major Programs	Progress To Date	Status
Reduce waste from City operations		
Investigate and implement systems and innovations that increase reuse, recycling and recovery outcomes in our properties, events and operations	The City installed a bottle crushing machine at Sydney Town Hall in November 2025. Since then, 2,115 kg of crushed glass has been collected. The crushed glass is recycled back into new bottles and jars and is an example of how the City supports circular economy initiatives. It also assists in meeting our source separation target of 50% source separated recycling from our managed properties by 2030 and in meeting our 90% diversion from landfill by 2030 target. Since November there has been a 28% decrease in the weight of the commingled bins and an 18% drop in costs at Sydney Town Hall, compared with the previous 6 months. Moving forward the number of commingled bins will be re-evaluated to ensure the service is operating at maximum efficiency.	On Track
Engage with contracted service providers and other relevant stakeholders to improve data quality and reporting of strip out, properties waste and construction and demolition waste from City assets	The strip out of a vacant property has achieved 87% diversion from landfill. There were 14.12 tonnes of items removed and 12.28 tonnes was rehomed or recycled.	On Track
Apply sustainable procurement practices		
Develop sustainable procurement approaches to be incorporated into our procurement planning and processes in relation to targeted categories	Social and sustainable procurement considerations have been included throughout the processes for low-value purchases. A review of social and sustainable procurement processes for high-value procurements will be reviewed in the future.	On Track
Explore ways to establish a strong circular economy		
Collaborate with government and industry to reduce waste and promote circular solutions through our sustainability partnerships	The City of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. Recently the City has joined a program being facilitated by the Southern Sydney Regional Organisation of Councils to investigate and pilot how incentives may encourage the availability and participation of repair in the community. As part of this project and delivering on actions from the City's Waste Reduction and Circular Materials Strategy, the City hosted 2 repair hubs in June 2026.	On Track
Advocate for funding and regulation for circular economy policies		
Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area	Over the financial year the City has prepared and supported engagement and advocacy around the NSW Waste Infrastructure Plan, NSW Plastics Plan 2.0, the introduction of the new FOGO mandate and energy from waste public inquiry. More broadly the City have also provided data, research and support to regional and national advocacy for improved product stewardship of materials such as textiles, packaging, batteries and electronics.	On Track

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

Engage with and encourage the community to avoid, reduce and reuse waste	We delivered 345 waste avoidance activities, engaging with 5837 residents and visitors. Topics included how to recycle unwearable textiles, small electronics, blister packs and e-bike batteries safely, have a sustainable christmas, avoid food waste, reuse clothes and use our recycling search tool and Doorstep Recycling Service. Activities included 112 educational pop-ups and four community presentations delivered across 45 community locations including The University of Sydney, Sydney City Farm, Cliff Noble, Ron Williams and St Helen's Community Centres, the Lord Mayor Social Housing Forum at Erskineville Town Hall, the Northcott Pet Day, bike tune up events, Christmas in Pyrmont and Neighbour Day at Joynton Avenue Creative Centre and education concierge at Ultimo Recycling Pop-up. We engaged 498 students on recycling, solved 214 inquiries through the Ask a Waste Avoidance Expert service and provided the Recycle Helper Service to 14 apartment buildings. We piloted two repair events and delivered four clothing swaps. We designed 3 new community pop-up stalls, installed livery on 11 trucks, developed 26 communication campaigns, 4 new City of Sydney News articles, 30 artwork items developed, 23 e-newsletters and published 74 x organic social media posts that received 28,000 engagements. We surveyed real estate agents, created our new household guide and launched a new 'Find my bin collection day' tool that has been used 14,000 times. Staff completed 515 waste planning requests, conducted 1,139 bin inspections and managed 5,732 red lid bin requests to improve residential waste management.	On Track
56 Undertake planning for a food organics recycling service across the local area for residents	The food scraps recycling collection service was delivered to over 24,800 households this year (additional 589 houses and 31 buildings) and work continues on the rollout of the service to all residential properties. Through the service 3,140 tonnes of food scraps were recycled this year. In June 2026, Council resolved that City staff would provide the collection service. The City was trialling processing its food scraps with Goterra using insect farming technology in Alexandria. Goterra processed over 720 tonnes generating 24 tonnes of insect protein for animal feed and 150 tonnes of frass for fertiliser. Our food scraps are now processed at Veolia's EarthPower facility and turned into energy and fertiliser. Following testing of smaller 25-litre food scrap bins at 300 houses with positive results, this size is now the standard size for houses as they are lighter, easier to use and cost less compared to the 60L bin. The fifth waste audit of food scraps and rubbish bins was completed showing that the amount of food scraps recycled decreased slightly and contamination increased from 5.5% (2024) to 9%. From June, 6 food scraps bins are being trialled in community centres and parks. The bins use digital locks and residents use an app to unlock the bins. The pilot will test whether public food scraps bins are an option for residents.	On Track
Increase recycling and reuse opportunities for materials not accepted in kerbside recycling through innovative drop-off events and services for residents	Four Recycle It Saturday events were held, attracting a combined total of 3,747 people that dropped off 79.3 tonnes of materials for recycling and 406 items of furniture for reuse. Two Household Chemical Clean Out events were held this year attracting a combined total of 1,363 people, an increase of 105% in attendance from last year due to one extra event. 38.25 tonnes was collected, an average of 28 kg per vehicle. The Ultimo recycling pop-up received 6,269 drop offs and recycled 36.8 tonnes of materials. 1,263 residents used the pop-up for the first time. The most popular items dropped-off for recycling were electronics, unwearable textiles, batteries, small metals, and food scraps. Our 20 recycling stations across 18 community locations collected 4,112kgs of materials (1,767kgs batteries, 116kgs mobile phones, 288kgs light bulbs, 1,189kgs of small electronics, 456kgs of vapes, and 296kgs of blister packs) for recycling. The City collected 49.4 tonnes of tricky items from 3,291 pickups directly from residents' homes through the doorstep recycling service this year. Tricky items accepted include unwearable textiles, blister packs, gas bottles, paint, N2O canisters, fire extinguishers, smoke alarms and furniture for reuse. There are 2 reverse vending machines in our local area that collect beverage containers through the Return and Earn scheme. Our machine in Kings Cross car park collected 1,696,668 containers (118 tonnes) and the Sydney Park machine collected 3,242,406 containers (160 tonnes).	On Track

Provide flexible cleansing and resource recovery services

Provide an efficient and effective domestic waste service that meets the needs of the community	Bin collection services continued to operate reliably and consistently, with a further reduction in reported missed services. Clean-up performance further improved. This year there was a 3.5% increase in jobs completed on time compared to FY2024/25. Council approved the future insourcing of clean-up services in June 2026, with detailed transition planning now underway to support improved service reliability and responsiveness.	On Track
Investigate options and solutions for tracking changes and growth in the use of our street litter bins and areas with recurring waste challenges	Following the adoption of the Waste Reduction and Circular Materials Strategy 2026-2035 investigations have commenced to better understand the types of waste we collect in our street litter bins, and using this data, we will consider the opportunities available to reduce and recycle more materials. In some areas where there are recurring waste challenges in the public domain we are working with key stakeholders to identify the sources, type and amount of waste generated and evaluating what options might be possible for improving the local amenity.	On Track

Reduce waste from City operations

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	945.58	998.44	-	265.44	274.34	250.02	242.71	1,032.51	Waste collected from City owned and managed properties increased 3.4% on the previous financial year.	Indicator Only
Source separated recycling of waste from City of Sydney managed properties including aquatic centres. Target 60% by 2030	%	49	56	-	50	50	48	42	42	The target year for this measure has been changed to 2035 with the adoption of the Waste Reduction and Circular Materials Strategy 2025-2035.	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	-	-	-	-	57	57		On Track

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area total residential waste collected	Tonnes	63,871.1	65,533.46	-	16,142	17,007	16,644.9	16,089.59	65,883.49	The amount of total waste generated by residents for 2025/26 is slightly higher than last year.	Indicator Only
City of Sydney local area total residential waste collected per capita	Kg/Capita	276.7	281.13	-	-	-	-	261.88	261.88	The estimated resident population for June 2025 has become available. The 2025/26 per capita measure has been calculated using June 2025 as the base.	Indicator Only
Reduction in City of Sydney local area total residential waste collected per capita. Target 10% reduction from 2023 baseline of 300.44 kg/capita by 2030 and 15% reduction by 2035	%	18	17	-	-	-	-	12	12	The baseline for our target changed in FY25/26 to 2023 with the adoption of our Waste reduction and circular materials strategy 2026-2035. The reduction measure for previous financial years are calculated from our previous 2013 baseline.	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	32.14	31.28	30.99	The amount of source separated residential recycling has reduced slightly since last year.	Indicator Only
City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	%	50.41	51.62	-	49.35	50.63	52.64	47.05	49.92	The residential waste diversion rate is slightly lower than the previous year mainly due to lower facility diversion rates for the residual stream.	Indicator Only

Provide flexible cleansing and resource recovery services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Garbage bins collected on time	%	99.7	99.85	-	99.84	99.81	99.85	99.87	99.84		Indicator Only
Recycling bins collected on time	%	99.82	99.86	-	99.89	99.83	99.89	99.91	99.88		Indicator Only
Garden organic bins collected on time	%	98.46	99.03	-	99.32	98.41	99.16	99.28	99.04		Indicator Only
Bulky waste collected on time	%	77	78.5	-	78	83	86	81	82		Indicator Only

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

Major Programs	Progress To Date	Status
Improve climate risk awareness		
Create a framework that can be used to assess City services and assets for climate risk	Following release of the NSW Government's climate modelling data (2026) and the Australian Government's National Climate Risk Assessment, work has commenced to translate this information into a local context and establish a risk assessment framework for our assets and services. The project to be undertaken in 3 stages, with stages 1 and 2 undertaken in FY25/26. A full climate hazards assessment of the City of Sydney LGA is underway. Climate Risk assessment tools and resources have been developed to assist asset owners and designers to embed climate risk assessments and adaptations of existing and new assets. As part of stage 3 (FY27), an education program will be developed to build climate risk awareness in our staff and community.	On Track
Embed consideration of climate change impacts on priority community groups into projects and programs	Work originated from feedback during the development of the Resilience Strategy and commenced with a review of the previous year's project outcomes and experiences of heat and climate change, on priority communities. Resources have been designed for priority groups to access and understand, including consideration of non-digital resources. Focus has been on impacts from heat as it is the biggest risk to community. The outcomes of this process led to the development of a new extreme weather guides for storms, flooding and heat events and a 'how to deal with the heat' social media campaign for hot days focusing on what individuals can do. A new 'Cool Kit' has been developed with the homelessness and social housing teams informed by their lived-experience and consultation groups. 1,000 trial Cool kits will be available for the coming summer and will be evaluated for the homelessness community via the cooling hubs in conjunction with the University of Sydney. Lessons learned outcomes were further applied to the new climate hazards assessment of the LGA to develop climate risk assessment tools for our own assets and use in 2027.	On Track

Deliver programs to improve environmental performance

Implement projects, programs and advocate to improve environmental performance in the commercial office sector	The City of Sydney improves environmental performance in the commercial office sector through the Better Buildings Partnership and CitySwitch programs. The Better Buildings Partnership has achieved a 97% reduction in emissions intensity, a 56% reduction in energy intensity and 55% reduction in water use intensity since 2025/26. Renewable electricity accounted for 96% of partner's base building electricity consumption. The Partnership is delivering a CBD Emergency Planning Toolkit and a guide for Flexible Energy Demand for Commercial Buildings. CitySwitch annual results show 73% of members have set scope 1 and 2 emissions targets and 58% are incorporating some scope 3 emissions into their target setting. Renewable sources accounted for 50% of electricity consumed, 93% of members have resource recovery programs, and 68% are quantifying supply chain emissions. Three national campaigns were delivered, focused on green leasing, climate resilience and circularity in offices.	On Track
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership continued to drive environmental improvements across Sydney's visitor economy. Against the financial year 2018 baseline, the Partnership has achieved a 42% reduction in emissions, a 15% reduction in water use and is diverting 62% of waste from landfill. This year Sydney recorded its second-highest score in the Global Destination Sustainability Index, achieving 78.56 out of 100 and ranking 25th among more than 100 global destinations. The 2026 submission was recently completed in collaboration with Business Events Sydney and Destination New South Wales.	On Track
Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	Since 2016, the Smart Green Apartments program has guided owners corporations to implement \$4.4 million in building upgrades, unlocking opportunities to reduce running costs by \$11.6 million and avoid 66,932 tonnes of carbon emissions. This year 5 apartment buildings received energy ratings and action plans, as well as feasibility studies for solar, EV charging and switching from gas to electric hot water systems. Through the Green Building Grants, the City of Sydney has supported apartment communities to plan and deliver \$2.9 million in building upgrades since 2016. These projects are expected to save \$8.1 million in running costs over their lifespans and avoid 44,746 tonnes of carbon emissions. The City made a submission to the NSW Government consultation on Energy Efficiency Rental Standards, advocating for mandatory minimum standards to improve the energy efficiency, thermal performance and climate resilience of rental properties across NSW highlighting the benefits of reduced energy costs and better protection from extreme temperatures.	On Track

SD03 Public places for all

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

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

Major Programs	Progress To Date	Status
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Development of a framework / strategy is underway, to assist in planning the city and the delivery of capital projects to address and implement Connecting with Country principles.	On Track
Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words		
In consultation with the local Aboriginal community, work with the Geographical Names Board to officially adopt new names using local Aboriginal language and dual names that officially recognise traditional Aboriginal names	Three naming projects using Aboriginal language words, Ngana Gili Plaza, Wiriyagan Place and Daranggara Park, were approved and gazetted by the NSW Geographical Names Board following consultation with the community.	On Track
Foster mutual understanding and healing through truth-telling		
90 Review of statues and monuments	The draft research report on Monuments and Statues in the City of Sydney has been reviewed by the Aboriginal and Torres Strait Islander Advisory Panel at 2 workshops held in early 2026. The Panel's views are being incorporated into a final version of this report prior to broader consultation on the topic. Further work is being done on the consultation plan to ensure that Aboriginal community members are not unduly harmed through the public consultation phase.	On Track
Review symbols and emblems in Sydney Town Hall	The City of Sydney has engaged First Nations experts to work on the review of the symbols and emblems of Sydney Town Hall. A draft research report is being finalised for discussion with the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this report.	On Track

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

Major Programs	Progress To Date	Status
Increase the number of welcoming, accessible and equitable public spaces		
Continue to deliver public domain capital works projects that ensure event infrastructure is delivered	Progress continued in development and delivery of public domain capital works projects currently funded in the City's Long Term Financial Plan. Public domain projects currently in design: - Link and Epsom Road intersection - Victoria Street improvements - Sydney Square renewal - Town Hall Square (major new civic space) - Northern Enterprise precinct concept design - Waterloo Housing Estate public domain concept design - Hunter Street precinct concept design Public domain projects under construction:	On Track

- Redfern and Darlington public domain improvements
 - Ngamuru Avenue (Green Square to Ashmore Connector)
 - George Street North pedestrianisation
 - Dixon Street upgrade
- Public domain projects completed
- George Julius Avenue (North)
 - Crown Street public domain improvements

Deliver public amenity services

Provide high-quality public domain cleansing service that meets the needs of the community	The City continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Night shift operations are addressing the City's unique demands during off-peak hours, allowing our day teams to move to a maintenance model in the CBD and provide increased service delivery into the villages and laneways. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. Servicing of newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones is continually revised and the procurement of fit for purpose fleet is allowing access to previously difficult areas and mobilising of previous tasks performed manually.	On Track
--	--	----------

Deliver programs to ensure compliance with legislation and community safety

Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.	On Track
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	For the 2025/2026 financial year there were a total of 11,166 hours of patrols conducted and 267 notices issued.	On Track

Shape the city's public spaces to meet community needs

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

Increase the number of welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result	2025/26 Result	2025/26 Result	2025/26 Result	2025/26 Result	Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	45,280	46,831	30,000	20,112	5,428	2,253	18,530	46,323	Key works included large scale road renewal at Burrows Road, Alexandria.	On Track
Footway dining in the village centres	m2	6,459	8,391.52	-	8,074	8,193	8,254	8,195	8,195	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only
Footway dining in the city centre	m2	4,144	5,725.12	-	4,785	4,785	4,794	4,794	4,794	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only

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

Major Programs	Progress To Date	Status
Support artists' contributions to the cultural life of the city		
Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments' with 136 referrals completed this year. Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed on to the proponents through the planner. The Aboriginal and Torres Strait Islander Advisory Panel is also consulted on relevant projects. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City. The City has developed partnerships with Place Management NSW, the Royal Botanic Gardens and various cultural institutions along the Harbour Foreshore to deliver Yananurala as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.	On Track

3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
Connect with the harbour foreshore		
Staged implementation of Yananurala through development and delivery of public art and other projects for the Eora Journey Recognition in the Public Domain Program NS	The Harbour Walk Storytelling Report provides the foundation for Yananurala for further consultation with Aboriginal and Torres Strait Islander communities. Curated by Emily McDaniel, Yananurala provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk featuring a bara (shell hook) icon. Artist Lucy Simpson has completed design development of her concept in response to the brief for 'Sitelines and Conversations' informed by community consultation and an EOI for fabrication and installation is now being assessed.	On Track

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

Major Programs	Progress To Date	Status
Ensure equitable distribution and access to recreational facilities		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	The review of City's Open Space, Sport and Recreation Needs Study is nearing finalisation. The research and assessment phase has focussed on documenting open space, sport and recreation improvements over the last 10 years, current and future projected population and demographic changes, recreation trends and demands and opportunities to increase the availability of open space, sport and recreation facilities to meet assessed demand.	On Track
Equitably manage land under the care and control of the City of Sydney		
Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	Updated Generic Plans of Management were adopted by Council in April 2026.	On Track

Promote access to pools and sporting facilities

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

Inclusive participation, social connection and wellbeing were supported through programs and services delivered across aquatic and fitness centres. Barriers to participation were reduced for communities that face them, including through Yabun at Victoria Park Pool, which welcomed more than 4,000 attendees who received free entry on the day and the Trans Joy Swim and Gym event at Cook + Phillip Park Pool, which attracted 204 participants. During the Seniors Festival, older residents received free entry and access to 89 additional Gold fitness and aquatic classes. A Youth Week activation at Prince Alfred Park Pool engaged 45 young people, more than half of whom identified as First Nations. Community brunches, Pride Month activities and National Reconciliation Week events created opportunities for social connection, including a Tribal Warrior Cultural Cruise and an Elders Walk. These activities deepened relationships with community partners. Wellbeing outcomes came through sustained programs rather than one-off events. The Take Charge program provided supported gym access for people living with mental illness, while weekly Learn to Swim and aqua programs built water safety and confidence for asylum seekers, Ukrainian women and First Nations and refugee children.

On Track

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Green open space under the City of Sydney's care and control (excluding Civic spaces)	ha	215.73	217.5	-	-	-	-	217.5	217.5	Includes approximately 187ha of parks and 30.5 ha of street greening managed by the City of Sydney.	Indicator Only

Promote access to pools and sporting facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.5	96.5	90	95	95	98	95	95.75		On Track

Attendances at aquatic and leisure centres	000	1,998	1,923.53	-	475.74	551.84	641.56	481.03	2,150.17	2025/26 was a milestone year with attendance exceeding 2 million visits for the first time. Attendance was 7.6% higher than 2023/24, the last full year before the closure of Andrew (Boy) Charlton Pool for major renewal works, reflecting both the return of the seasonal centre and increased participation across the centres. Strong participation in fitness programs and a diverse calendar of community events and activities contributed to this result. Highlights included record attendance at the Summer Open Day (11,128 visits) and continued growth in Exercise Physiology services and popular events and targeted programs, including Seniors Festival, Yabun, Trans Joy and school holiday activities. Favourable weather conditions, including one of the warmest June on record supported attendance during a period that typically experiences lower pool visitation. Victoria Park Pool also experienced increased	Indicator Only
--	-----	-------	----------	---	--------	--------	--------	--------	----------	--	----------------

patronage following the commencement of the
Leichhardt Park Aquatic Centre
redevelopment. Attendance was affected at
times by temporary pool closures, isolated
pool water heating issues and periods of
extreme heat and heavy rainfall. Despite these
challenges overall visitation remained strong.

SD04 Design excellence and sustainable development

The city continues to grow sustainability and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-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 has been prepared to create special entertainment precincts (SEP) in existing late night trading areas. The proposal was approved by Council for public exhibition in March 2026 and is with NSW Government for Gateway Determination. A proposal for a special entertainment precinct on King Street, Newtown was reported separately in June with an aligned approach with Inner West Council, in response to a Council resolution. The King Street SEP proposal is also now with the NSW Government for Gateway determination.								On Track		
Create places that are well-connected and reflect local character and heritage												
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings		New planning controls for the Pyrmont Peninsula, in response to the NSW Government's Pyrmont Peninsula Place Strategy, were approved by Council in October 2025. These planning controls are with Government for finalisation and making. Our Stage 2 proposal for Pyrmont Peninsula planning controls will be reported in second half of 2026. Proposed heritage listings of modern apartment buildings was exhibited in December 2025 and will be reported to Council in the second half of 2026. Oxford Street listings of significant to the LGBTIQA+ community have been adopted by Council and are close to finalisation. In March 2026, Council approved a Housing Discussion Paper to consult the community on possible planning control changes for more housing in the council area. A post exhibition report of the Housing Discussion Paper will be reported in the second half of 2026.								On Track		
Deliver economic, environmental, social and cultural sustainability objectives through urban renewal												
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required		The City continues to deliver new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Many of these streets and open spaces are being delivered through planning agreements with private developers. New community facilities have been delivered as part of joint projects with the Department of Education such as the recently completed Green Square Public School and Community Spaces. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of events and activities in Green Square Plaza and other public spaces in Green Square is ongoing as part of the City's community/ place making initiatives. The City has also commenced preparation of public domain concept design plans for the North Alexandria precinct in Green Square.								On Track		
Create places that are well-connected and reflect local character and heritage												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	22.4	22	<35	7	8.9	10		11	11		On Track
Average time to determine 90% of DA applications	Days	84.4	58.6	<55	49	45.2	47		45	45		On Track
Average processing time for construction certificates	Days	10.38	9.2	<15	15.6	10	17.25		2.6	11.36		On Track

Average time to determine 90% of S4.55 applications	Days	42.77	33	<40	28	28.8	30	30	30	On Track
Median (net) assessment time to determine DA & S4.55 applications	Days	61	44	<45	35	35	37	35	35	On Track
Outstanding DA & S4.55 applications over 100 days	%	19.57	17	<20	10	8.16	14.4	10	10	On Track

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

Major Programs	Progress To Date	Status
----------------	------------------	--------

Implement the Central Sydney Planning Strategy

Facilitate employment space and activity in line with the Central Sydney Planning Strategy	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for an office addition at 580 George Street was publicly exhibited. Submissions are being reviewed and a post exhibition report prepared. The proposal for a hotel extension at 150 Day Street, Sydney has also been exhibited. The review of submissions and a post exhibition report is being prepared.	On Track
--	---	----------

Plan for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The 580 George Street and 150 Day Street planning proposals have been exhibited for public comment and will be reported back in the coming months. The City's Ultimo Pyrmont planning proposal, which includes planning controls for expanded economic opportunities, was approved by Council in October 2025 and is awaiting finalisation by NSW Government.	On Track
---	---	----------

Plan for business, industry and economic opportunities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Commercial development approved	m2	144,554	106,044	-	7,296	92,785	12,706	53,608	166,395	Major developments approved this year include 89,000m ² commercial office building at Cockle Bay Wharf and 52,000m ² industrial/commercial development in St Peters.	Indicator Only
Commercial development completed	m2	114,746	248,670	-	95	21,665	30,286	65,239	117,285	Major developments completed this year include 37,500m ² of office space above the southern Martin Place metro station, 26,700m ² of new floor space at the new Sydney Fish Market, 21,600m ² office/retail space in the redevelopment Market Street David Jones site, 10,000m ² public school in Zetland and 6,000m ² hotel in Haymarket.	Indicator Only

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

Major Programs	Progress To Date	Status
Plan for and deliver infrastructure that supports community wellbeing		
Collaborate with development proponents to deliver new or upgraded public infrastructure aligned with new development	The City has executed 6 new planning agreements with the private sector during the year. The agreements will deliver new and upgraded infrastructure including several roads and laneways in Alexandria, a shared loading dock in the CBD, footpath widenings in Waterloo and ownership of a park in Eveleigh. Additional homes for Ultimo/Pymont was endorsed. The return of Wentworth Park greyhound track as active recreation use was announced in late 2025 reflecting excellent collaboration with the NSW Government to support housing growth.	On Track
Review contributions plans to support the delivery of infrastructure needed by new development	The Ultimo Pymont Local Infrastructure Contributions Plan 2023 will commence operation on 1 July 2026. This follows the Planning Minister's approval of a higher maximum s7.12 levy and the amendment of section 209 of the Environmental Planning and Assessment Regulation 2021 on 19 June 2026. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	On Track

Plan for and deliver infrastructure that supports community wellbeing

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	\$M	96.38	99.05	-	-	-	-	111.4	111.4		Indicator Only
Voluntary Planning Agreements offers	No.	11	17	-	3	4	1	2	10		Indicator Only
Voluntary Planning Agreements executed	No.	12	12	-	2	3	1	0	6		Indicator Only

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

Major Programs	Progress To Date	Status
Enable design excellence through competitive processes		
Facilitate competitive architectural design processes to achieve design excellence	In the 2025/26 financial year the City has facilitated the completion of 4 competitive architectural design processes located in Alexandria, Waterloo, Pymont and Ultimo, and has assisted with NSW State led processes.	On Track
Facilitate advice from expert panels		
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	On Track
Influence other levels of government to ensure design excellence		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City is monitoring projects at Central Station, and Blackwattle Bay and is engaging with NSW Government and its development partner on planning for Waterloo Estate South.	On Track

Enable design excellence through competitive processes											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No.	13	6	-	-	-	-	2	2	Architectural design excellence competitions successfully completed include the 26-38 Saunders Street residential tower and 41-49 Mountain Street residential.	Indicator Only
4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability											
Major Programs			Progress To Date							Status	
Development supports a healthy environment and community											
Implement planning controls to increase greening and support biodiversity in development			Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government, which is expected in mid-2026.							On Track	
Improve sustainability through better designed and operated buildings											
Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035			The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every 3 years. The latest update NCC 2022 has been mostly adopted by the NSW Government planning framework which applies to the City of Sydney area. The City's most recent advocacy was a submission in June 2024 relating to energy efficiency changes proposed for the NCC 2025 released in (May 2026). The City's own sustainability planning controls generally exceed NSW Government requirements where cost effective. The City has met with DPHI to discuss their plans for the next Net Zero Plan and standards to increase and uplift built environment controls.							On Track	
Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels			The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in mid-2026, pending NSW Government's finalisation of accompanying planning proposal.							On Track	
Increase resilience through well designed and planned development											
Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes			The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made.							On Track	

SD05 A city for walking, cycling and public transport

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

5.1 Street space is reallocated for people, places and planting		
Major Programs	Progress To Date	Status
Plan and implement public domain and public space programs		
Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	Advocacy and input as required into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces that respond to community recreation needs.	On Track
Advocate and plan for reallocation of street space		
Support the implementation of the pedestrianisation of George Street and relevant city streets	Council continues to work with Transport for NSW to deliver the remainder of the George Street pedestrian boulevard from Central to Circular Quay. George Street is now complete between Pitt and Essex Street, with planning underway for Essex to Alfred Street.	On Track
Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage parking turnover. Kerbside use including parking, kerb extensions, bicycle parking, car share spaces, EV charging spaces and outdoor dining are implemented in accordance with relevant strategies, policies and referral for approval through delegated staff authority or the Local Pedestrian, Cycling, Traffic Calming and Transport Forum.	On Track
Work with state government stakeholders to improve road safety and reduce traffic		
Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	Key initiatives were road safety activations with Sydney FC, the South Sydney Rabbitohs and The Wiggles Christmas concerts, helping to promote road safety messages to large community audiences. The City also partnered with universities and tertiary education providers to deliver road safety education to international students, supporting safer travel and a better understanding of Australian road rules. Targeted education programs included Helping Learner Drivers Become Safer Drivers workshops, Safer Drivers for Seniors courses, bus safety education, child restraint checking and pedestrian safety initiatives. Workplace road safety remained a focus through fleet safety training for City staff. Motorcycle safety activations were also delivered in partnership with Procycles St Peters, including rider education, first aid training and safe riding awareness. The City continued to work with food delivery companies, NSW Police and other stakeholders to improve food delivery rider safety through coordinated education, engagement and enforcement activities. Together, these initiatives supported safer behaviours and increased road safety awareness across the community.	On Track

Plan and implement public domain and public space programs											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	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	393.5	393.5	All local and regional roads within the City of Sydney local area have a speed limit of 40 km/h. The City will continue to advocate to Transport for NSW for a 40 km/h speed limit on the state road network within the LGA. The City has applied to Transport for NSW for a 30 km/h speed limit within the existing city centre High Pedestrian Activity Area, in line with Action 15 of the City's Access Strategy and Action Plan.	Indicator Only

Advocate and plan for reallocation of street space											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	Q1	2025/26 Result				Comment	Status
		Result	Result	Target		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	328	1,410	2,589	This year we increased our large scale pedestrian improvement works creating wider footpaths and more opportunities for greening.	On Track

5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area		
Major Programs	Progress To Date	Status
Promote public transport solutions		
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central and light rail on Broadway, Oxford Street and to Green Square	The City's Housing Discussion Paper outlined the need and opportunity for these public transport projects to support additional housing, as well as contribute to broader economic performance. There is as yet no update from NSW Government on the City's request that they identify and protect a corridor for Metro West to Zetland. There is no current government response to ALTRAC's proposal for light rail on Parramatta Road and for Green Square.	On Track

5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area		
Major Programs	Progress To Date	Status
Improve walking safety, connectivity and amenity		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	This year the City constructed 18 pedestrian crossings. Prioritisation continues to be guided by a needs-based approach, informed by land uses, walking connectivity gaps, and Walking and Place studies. Grant funding opportunities continue to be actively pursued where feasible.	On Track
Deliver improvement works in the Central Business District and village centres, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2025/26 Central Business District Streetscape Improvement program included granite paving, installation of new Smartpoles and LED lighting along sections of Clarence Street and Goulburn Street.	On Track

Implement priority public domain improvements from the walking strategy and action plan	The City implements priority public domain improvements from the Walking Strategy and Action Plan through our footpath renewal and upgrade programs, pedestrian access improvement programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Completion of the Crown Street upgrade as a village main street provided wider footpaths, greening, additional trees and street furniture. Council endorsed the proposed upgrade of Victoria Street as a village main street and the design includes wider footpaths, bi-directional cycleway, greening, additional trees and street furniture in accordance with walking improvement principles listed in the Plan.	On Track
---	--	-----------------

Encourage and monitor walking participation

Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	Initiatives, since the last update include: - Advocating for a focus on pedestrian safety in TfNSW's upcoming Road Safety Action Plan, through providing greater priority for people walking at intersections, lower speed limits and road space reallocation - Advocating for improved outcomes for people walking during construction including a submission to Transport for NSW's update to Traffic Control at Work Sites (TCAWS) standard - A submission to Transport for NSW's 'Walkable NSW Discussion Paper' (and attended two roundtables early 26/27), including sharing our submission with other councils and organisations to stress the importance of them making a submission. - Developing a program of requests for speed zone reviews under the new Speed Zoning Guidelines, requesting 30km/h speed limit in key high pedestrian areas or local street networks, and 40km/h speed limits on select state roads. 6 speed zone requests submitted 25/26. - Developing a program of zebra crossings to be delivered with the funding secured as part of 'A City for Walking' Strategy and Action Plan - Developing two submissions and contributing to multiple roundtables as part of the NSW Government's share bike reform draft regulations. - Advocating to Austroads to better include the needs of people walking in their guidance.	On Track
--	--	-----------------

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

Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced walking distances at intersections, increasing space and improving quality of the public domain for people walking. Key recent examples include working with the State Government on the street layout of Waterloo South precinct, as well as requesting TfNSW consider signal timings as a pedestrian safety measure as part of the City's submission on the Road Safety Action Plan 2031. The City also chairs a monthly coordination group with TfNSW to facilitate discussions around reducing delays for people walking at individual signals.	On Track
--	--	-----------------

Improve walking safety, connectivity and amenity

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.)	No.	16	31	10	1	2	7	4	14	Key works included large scale pedestrian improvement and traffic calming at Upper Fort Street, Millers Point and Dowling Street, Woolloomooloo.	On Track
Footway renewed in the City of Sydney local area	m2	18,312	13,447	12,000	1,920	9,333	4,495	4,181	19,929		On Track
New granite infill paving in the City of Sydney local area	m2	3,179	1,816	500	0	0	50	498	548	FY2025/26 program included the intersection of Clarence Street and Market Street and the western side of Clarence Street between Market Street and Druiitt Street.	On Track

Encourage and monitor walking participation											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	Q1	2025/26 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Walking counts in the City of Sydney local area. November 2021 baseline 503,442	No.	739,719.5	763,373	-	-	771,954	-	801,244	786,599	Reported in December and June. Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) and March 2026 is 59%, demonstrating continued strong recovery in pedestrian activity following Covid-19. This result is broadly consistent with the peak increase recorded in March 2025 (60%) and remains well above levels observed in 2023 and 2024. The aim of this measure is to track changes in pedestrian activity across the City of Sydney local area. The measure includes both weekday and weekend counts, and the sites have been selected so that there is one on each village high street and four in the city centre.	Indicator Only

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

Major Programs	Progress To Date	Status
Build and manage a network of safe, connected cycleways		
Implement cycleways within our local area as per the future bike network approved by Council	The Oxford and Liverpool Street cycleway, between Taylor Square and Castlereagh Street opened for use on 25 July 2025. The one millionth bike trip was recorded on the Oxford Street cycleway on 2 July 2026, less than a year after opening. We completed construction of the King to College Street cycling connection outside Hyde Park, which opened on 15 December 2025, as well as Wellington Street cycleway, between George Street and Waterloo Metro station, and George Julius Avenue in Zetland. Construction is underway on Ngamuru Avenue (Ashmore to Green Square) and Rosebery Quietway. Design has been completed on O'Dea Avenue cycleway, Surry Hills to Central Quietway and Belmont-Fountain safety improvements and is almost complete for Ultimo to Surry Hills cycleway. Design is underway for Victoria Street public domain upgrade, South Eveleigh to Waterloo Metro cycleway and Elizabeth Street to Randle Street cycleway. The Review of Environmental Factors is being prepared for making Moore Park Road and Fitzroy Street cycleways permanent.	On Track
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	Capital works projects and maintenance programs are in place in line with the Cycling Strategy and Action Plan to enhance and maintain the cycleway network across the local area. Projects for 2025/26 included designing a new cycleway connecting Belmont Street and Fountain Street, Alexandria, installation of on street bicycle parking at various locations across the City of Sydney local area and a safer and more accessible raised pedestrian and bicycle crossing on Lawson Street, Redfern to complete the works planned as part of the Redfern Station upgrade.	On Track

Share our expertise and positively influence cycling improvements

Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney

We successfully advocated to the federal government for a National Active Transport Fund in the May budget. \$500 million was announced in May.
We continue to work to have Transport for NSW fix key missing links with neighbouring councils, including:
* TfNSW expects to construct Wilson Street missing link on state road between King Street and Erskineville Road in 2026
* TfNSW will build an improved cycleway on Swanson Street at Erskineville station
* TfNSW has completed construction of the permanent Bridge Road cycleway
* TfNSW has started construction of the missing section of King Street cycleway between Pitt and Clarence Streets in the city centre
* TfNSW constructed stage 1 of Sydney Park Road cycleway in early 2025 and will complete missing links (to King St, Mitchell Road and Euston Road) soon.
* TfNSW completed and opened the Sydney Harbour Bridge northern ramp on 6 January 2026
* Sydney Harbour Bridge southern exit - no progress
We continue to provide advice and guidance for neighbouring councils.

On Track

Encourage and monitor cycling participation

Encourage bicycle riding in our local area

This year we ran 33 guided rides with 263 participants and cycling courses, where:

- 95 attended the Cycling in the City course
- 38 did the individual Cycling in the City course
- 66 attended the Rusty Riders course
- 70 staff completed the staff cycling course
- 112 attended Bike Care & Maintenance course
- 1,924 young children attended Balance Bike Clinic
- 171 children did the schools course

82 Share the Path onsite education sessions delivered 1,076 free tune-ups, 2,150 maps and fixed 445 bells. As with other openings of new infrastructure, we did extensive onsite education on Oxford Street cycleway in August 2025 for 4 weeks and King to College Street cycleway December 2025 for 2 weeks. These interactions are all opportunities to have conversations with people about courteous and safe riding.

On Track

Build and manage a network of safe, connected cycleways

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Separated cycleways in the local government area. Baseline (December 2021) 20,340.96 m (20.3 km)	Km	23.1	25.45	-	-	-	-	-	28.96	28.96		Indicator Only
New on-road cycleways provided in the City of Sydney local area	Km	2.97	13.87	2.6	0	0	0	0	9.29	9.29	The contraflow program (delivering 2 way cycling on one-way streets through signage and line marking) accounts for the higher than target delivery of on-road cycleways this year.	On Track

Encourage and monitor cycling participation											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result		Q4	YTD	Comment	Status
Cycling counts at key intersections around the City of Sydney Local Government Area. Baseline March 2010 19,152	No.	50,855	50,524.5	-	-	51,569	-	66,243	58,906	There were 66,243 instances of bikes observed at 68 intersections during the counting period on the 17 March 2026.	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney local area	%	2	20	-	-	(6)	-	28	28	At the March 2026 count there was a 28% increase in bike trips counted at key intersections since the previous count in October 2025 (20% increase in the year since the March 2025 count). The total growth since counting started in 2010 is now 246% (three and a half times as many trips). While normally bike trips peak in March each year and drop off after daylight savings, cycleway counters showed continuing increases until the end of April and even in June the numbers were similar to summer counts, which is unprecedented.	Indicator Only
Attendees at City of Sydney cycle safety courses	No.	257	251	-	46	53	41	59	199	199 attendees over the year (95 Cycling in the City, 38 one-on-one, 66 Rusty Riders).	Indicator Only

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

Major Programs			Progress To Date							Status
Manage, plan and advocate for efficient freight and servicing										
Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution			We continue to explore opportunities for innovation in off-street loading in new developments in the city centre, noting all the other opportunities and constraints.							On Track
Manage kerbside space										
Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities			We continue to implement the policies by identifying potential kerbside changes to support additional bike parking, electric vehicle charging and accessible pick up and drop off. This includes consideration of the best use for some kerb that currently has no restrictions ("unrestricted parking").							On Track
Manage kerbside space										
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Comment	Status
						Q2	Q3	Q4	YTD	
Car share bookings in the City of Sydney local area	No.	225,630	186,936	-	-	87,675	-	80,643	168,318	Indicator Only

SD06 An equitable and inclusive city

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

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

Major Programs	Progress To Date	Status
Engage in partnerships to support self-determination and reconciliation		
Ongoing implementation of the Stretch Reconciliation Action Plan	The Stretch Reconciliation Action Plan working group meet quarterly to report on targets, monitor the implementation of deliverables, ensure accountability and support collaboration. The group is made up all senior managers responsible for deliverables along with 4 senior First Nations staff. An annual report is published in November each year.	On Track
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	We meet with the City of Sydney Aboriginal and Torres Strait Islander advisory panel at least 4 times per year who advise, guide and provide feedback on our work. We meet with Metropolitan Local Aboriginal Land Council, Aboriginal community controlled organisations and First Nations businesses to understand needs, priorities and promote relevant opportunities. The City also meets with local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives. The Aboriginal and Torres Strait Islander collaboration fund is a program to support a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of First Nations people in the local area. This is aligned with Closing the Gap Priority Reform 2: Building the Community-Controlled Sector.	On Track
Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	The City of Sydney continues to provide safe, welcoming and culturally responsive places for local Aboriginal and Torres Strait Islander communities to connect, learn, create, and celebrate culture. An Expression of Interest process for 107 Redfern Street sought tenants to activate the site as we consult with the Aboriginal and Torres Strait Islander communities about their long-term use of 107 Redfern Street. We continue to strengthen community aspirations for the future use of the Aboriginal Cultural and Knowledge Centre at 119 Redfern Street, delivering a diverse program of cultural workshops. A total of 1,810 people attended events including: • major community events to recognise NAIDOC Week, National Sorry Day, Freedom Ride commemorations, National Reconciliation Week and other significant cultural celebrations • She Rises Cultural arts and wellbeing youth program • a NAIDOC Young Workers empowering community workshop • the First Nations Women's clay and weaving program • over 20 cultural workshops • 3 exhibitions • 4 storytelling opportunities • 15 yarning circles • over 10 youth and Elders activities	On Track

75

6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
Identify, advocate and where possible remove barriers to inclusion of people with disability		
Implement the Inclusion Disability Action Plan	Highlights included: • 518 participants at 11 programs and events for International Day of People with Disability • 16 Auslan and English story time sessions and 4 creative programs with Auslan interpretation	On Track

- 27 events that showcased and supported people with disability, including those with non-visible disabilities, people with mental health conditions, and carers
- 55 funded creative projects delivered over 1,600 events and activities catering for audiences with disability, including 467 artists with a disability
- Sydney Christmas events and Sydney New Year's Eve included quiet spaces, Auslan interpretation, surtitles, accessible maps, visual stories, event guides in alternative formats, audio description, and staff trained in disability inclusion
- 4,133 views of the online Accessibility map
- a new hearing augmentation system at the Huntley Street Recreation Centre
- a new Inclusion (Disability) Advisory Panel was established
- City of Sydney reaccreditation as a Disability Confident Recruiter for a fourth successive year
- submissions made on the Review of the Disability Discrimination Act 1992 and the inquiry into the NSW Human Rights Bill 2025
- the City of Sydney joining the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability.

Position our libraries to support community needs

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

The library welcomed 26,521 new members this year. There were 1,172,596 visits to our library services accessing our wide range of services and facilities, including visitation for our Library After Hours program. The home library service made a total of 1,544 deliveries to community members who are housebound. Our online branch supported 21,266 interactions. Libraries continue to provide programs at our community centres, including monthly digital literacy tutoring sessions and participation at community events and festivals.

On Track

Deliver inclusive and accessible programs and services

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

The City continues to deliver cultural programs and services that are inclusive, affordable, and equitably accessible across library and community spaces. Throughout the year, a diverse program of 83 free events alongside a range of low-cost activities supported broad participation and engagement. Exhibitions and displays in library spaces provided welcoming, no-cost opportunities for the community to connect with City collections and heritage content in accessible environments. Additionally, low-cost workshop opportunities including short courses, community workshops, studio access programs, weaving groups, arts clubs for seniors and artists activities for children under 5 were delivered. Creative learning was strengthened through hands-on programs such as school holiday workshops inspired by The Model Makers exhibition. Children participated in activities including Construct a Miniature Model House and Street Scenes Collage with 71% of respondents indicating that events were accessible. 88.5% of respondents reported they felt welcomed and included.

On Track

Position our libraries to support community needs

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Active library memberships	No.	69,685	84,261	-	86,708	88,651	91,210	92,314	92,314	Membership continues to grow with an annual increase of 9% on FY24/25. Changes in types of memberships have made it easier for people to join.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,837.79	1,861.18	-	501.69	460.33	490.9	500.37	1,953.28	Digital and physical loans have grown at a steady rate over the year with a 5% increase on FY24/25. Focused promotion of digital collections has contributed to this growth.	Indicator Only

Attendance to City libraries	000	984.31	1,002.42	-	289.38	288.46	302.96	291.79	1,172.6	Visitation increased 15% on FY24/25. Visitation figures reflect increased community participation at library programs including Library After Hours, and use of library services and collections.	Indicator Only
------------------------------	-----	--------	----------	---	--------	--------	--------	--------	---------	---	----------------

Deliver inclusive and accessible programs and services

Key Performance Indicator	Unit	2023/24	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	1,697	2,394	8,113	This represents an 8.4% decrease compared with the same period last year. This is based on booking and attendance preferences. There was no reduction in transport services offered.	Indicator Only
Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	\$ '000	3,577.87	3,521.84	-	934.24	927.94	906.06	1,200.61	3,968.84	This includes revenue forgone through the Accommodation grants program.	Indicator Only
Social grants approved by the City of Sydney	\$ '000	4,991.31	5,433.47	-	3,841.24	1,208.93	44.66	165.61	5,260.44	This year, 152 Social grants were provided. These projects were supported through the City's Aboriginal and Torres Strait Islander collaboration fund, Community services, Festivals and events , Food Support, Innovation and ideas, Quick response, Street banner , Venue hire support and strategically driven one-off grants	Indicator Only

77

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

Major Programs	Progress To Date	Status
Collaborate and advocate for reform to improve outcomes for priority communities		
Advocate to reduce income inequality for people on low incomes	This year, the City continued to advocate for a more resilient and socially just city by promoting equitable access to housing, food, community services and social infrastructure. The City advocated for increased affordable and social housing through submissions to the NSW Government's New Approach to Strategic Planning Discussion Paper and the Draft Sydney Plan, while continuing to advocate for action to reduce homelessness following the release of the NSW Homelessness Strategy. The City also provided a submission to the Australian Government's National Food Security Strategy Discussion Paper, advocating for more sustainable food systems to support access to nutritious and affordable food. In addition, the City contributed to the Draft NSW Mental Health Discussion Paper through Local Government NSW and engaged with the Committee for Sydney's work on the Care Economy. In response to the increasing impacts of extreme heat on people experiencing disadvantage, the City advocated for stronger planning and policy measures through its submission to the Climate Change and Natural Hazards State Environmental Planning Policy Explanation of Intended Effect. The City also continued to support community wellbeing during heat events through cooling hubs and by exploring opportunities to extend operating hours at community facilities on very hot days.	On Track

Support increased employment and access to procurement

Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Consultation with Aboriginal and Torres Strait Islander employees continues. Most recently the First Nations Leadership team were consulted on the best ways to engage and seek feedback, and input to People and Culture plans. Aboriginal and Torres Strait Islander employees have also been directly engaged in the development of the Employee Value Proposition and the Cultural Learning Program Strategy.	On Track
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Executive endorsement will be sought on the key principles and approaches that will guide the development of the Aboriginal and Torres Strait Islander Procurement Strategy. The strategy will be developed in alignment with the First Nations Strategic Framework adopted by Council in June 2026.	On Track

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

Major Programs	Progress To Date	Status
----------------	------------------	--------

Involve people in decision making through our engagement program

Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	There were 68 projects open for consultation in the past 12 months including 20 parks, 7 cycleways and street upgrades and 19 strategies, plans and policies. These were undertaken in line with the City's community engagement strategy.	On Track
--	--	----------

Provide inclusive and accessible information to the community

Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	Targeted communications promoting City of Sydney policies, services and programs were delivered across our diverse communities, including: - A cross-channel Refugee Week campaign spanning social media, digital content, What's On event listings and community centre promotion. It featured Refugee Council of Australia ambassadors Shabnam and Nawfel, whose personal stories were shared through video and written profiles alongside works by three refugee artists on street banners and QMS outdoor panels. - Coordinated Pride Month communications across QMS, What's On, e-newsletters and social media, including video content on Pride Month events and Sydney Pride Festival, reinforcing the City's commitment to LGBTQIA+ inclusion and visibility. - Youth Week promotion, including Haul in the Hall, via Instagram, TikTok and LinkedIn, plus a campaign highlighting Youth Opportunities panel initiatives to encourage youth participation. - First Nations content, including social features on 107 Redfern Street and a dedicated Mabo Day reel, building awareness of Aboriginal and Torres Strait Islander histories and culture. - Outreach for the International Student Leadership and Ambassador Program, covering stakeholder engagement, e-newsletters and O Week promotional materials. 25 community centre e-newsletters engaging culturally diverse communities, older residents and centre users with local services and programs, including offerings for non-English speaking backgrounds. - Ongoing media engagement and editorial coverage of community wellbeing issues, including homelessness, housing affordability and libraries as cost-of-living support. Together, these activities kept City of Sydney information accessible and relevant, strengthening awareness and participation across diverse communities.	On Track
--	---	----------

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

Major Programs	Progress To Date	Status
Support access to technology and digital literacy skills		
Deliver programs that grow digital literacy skills and promote free access to technology in community facilities	Free access to technology was delivered through our community facilities and programs to support digital literacy including: • 632,487 free Wi-Fi sessions across over 30 community centres and venues for hire • 463,458 Wi-Fi sessions via Wi-Fi across 10 library locations. Free Wi-Fi is also offered in 13 community centres and in education and care services for use by community members and children • 154,986 PC sessions across 10 library locations. Free public access computers are offered in 5 community centres and in education and care services for use by community members and children • 217 sessions delivered to 537 people in the community to improve digital literacy and inclusion • 231 public access computers and 20 multifunction devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite • 105,120 hours of available access to free PCs. An additional 162 hours of available access at Green Square, Darling Square and Customs House Libraries as part of the Library After Hours Program in 2025. • 453,265 instances of the City of Sydney library app being launched.	On Track

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

Major Programs	Progress To Date	Status
Deliver education and learning opportunities		
Ensure equitable and affordable community access to lifelong learning programs	A range of equitable and affordable programs continue to be offered to the community through our community centres and libraries to provide education and learning opportunities. Highlights include: • 23,879 attendees at 570 face-to-face early literacy programs including bilingual and Auslan Storytime • 1,394 attendees at 142 programs developed and delivered in our libraries including after-school and school holiday activities, social knitting, tabletop games, brain training for seniors and structured digital literacy workshops, library treasure hunt, Wear it purple trivia and craft and Christmas and Makerspace activities • 45 library outreach events attended with 1,295 attendees including events supporting public housing residents in Redfern and Waterloo • 10 online book club meetings • 54 Library After Hours sessions with 1,818 attendees • 52 programs to promote lifelong learning across our community centres including Re-ignite Your Creativity, future planning, seniors rights, scam awareness and stroke safe workshops, talks for Seniors Week and Refugee Week, Tai Chi, ukulele, singing, weaving, yoga, mahjong, finance talks, creative art workshops, IT Support for Seniors, Brain Health sessions, food preserving, healthy bones and osteoporosis and ways to save talks, Red Cross emergency preparedness workshop, creative writing and basketball skills, advanced planning workshop, and talks for Men's health week	On Track
Provide education and care services and facilities across the local area	The City's education and care services supported 843 children to access a range of services including long day care, occasional care, pre-school and outside school hours care. Highlights include: • inclusion of vulnerable families through continued partnerships between families and support agencies • 60,367 sessions of care across 10 services with 14,781 (24%) offered at a discounted rate or free • a range of fun and educational programs including for Ramadan, Lunar New Year, Easter, Diwali, Halloween, Christmas and Harmony Week, National Reconciliation Week, National Families Week, Djalga Aboriginal Cultural immersion program, bush school excursions, visits from the Fire Brigade and a dental service for oral health week, a	On Track

safe people program in Child Protection week, Auslan classes during National week of Deaf people, events for Clean up the World Day, National Children's Week, World Children's Day, along with Ninja water warriors, Colour Run, k-pop, max hacker coding and wax and resin craft activities

- a variety of incursions, workshops and excursions focused on sustainability, first aid, coding and technology, literacy, creative arts and physical wellbeing.
- vacation care programs including visits to libraries, cinemas, museums, play centres, local parks and playgrounds, theatre performances and indoor activity centres, the Art Gallery, pools and aquatic centres, along with in-centre activities such as robotics, cooking, skateboarding, art and design projects.
- family events and involvement, including book week, family picnics, Christmas parties and BBQs, Grandparents' day, a disco, graduation events, welcome to kindy afternoon tea, and a Harmony week events

Deliver education and learning opportunities											
Key Performance Indicator	Unit	2023/24	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	187	45	843		Indicator Only
Approved early education and care places in the City	No.	6,721	9,081	-	-	-	-	0	-	The City is continually working to improve the methodology for calculation this data series. Data for FY25/26 is not available at the time of publication. Data for FY24/25 is now available and has been included. This data is as at April 2026.	Indicator Only
Sessions of care provided at the City's education and care services	No.	58,007	59,925	-	16,303	14,104	14,092	15,869	60,368		Indicator Only
Discounted and free sessions of care provided at the City's education and care services	No.	18,085	16,951	-	3,894	3,324	3,406	4,157	14,781	This represents a decrease of 14.7% compared with FY2024/25. This reflects the recent change to Woolloomooloo Children's Program becoming a Child Care Subsidy (CCS) registered service in addition to offering free care for eligible families. Some families now receive CCS funding to cover the cost of sessions of care in place of the City offering discounted or free sessions for that family. This enables more families to access free and subsidised care through the service but does reduce the number of sessions of care being offered free directly by the City, in addition to those through the Commonwealth CCS program.	Indicator Only

6.7 A sustainable food system that provides access to safe and nutritious food

Major Programs		Progress To Date								Status	
Support a more sustainable food system and equitable access to safe, nutritious food											
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways		We continue to contribute to local, national and international efforts to strengthen food security and support more sustainable urban food systems. In September 2025, the City provided a submission to the Australian Government in response to a discussion paper that will inform the development of the forthcoming National Food Security Strategy. Building on this contribution, the City participated in 4 co-design workshops convened by the Department of Agriculture, Fisheries and Forestry, helping to identify priorities, roles and pathways to strengthen food security and food system resilience across Australia. Internationally, the City contributed to initiatives led by C40, the Milan Urban Food Policy Pact and EAT-Lancet, including the development of action briefs released in October at the Stockholm Food Forum identifying 15 common action areas across all sectors. Locally, the City continued to strengthen food security and urban food systems through initiatives including Sydney City Farm, the community gardens network, meals-on-wheels, food support grants and food waste reduction programs. The City also progressed the development of a Sustainable Food Systems Statement to support a systems-based approach to food-related initiatives and help guide future decision-making and partnerships.								On Track	
Enable community responses to improve food access through grants, partnerships, and collaborations		Through the Food support grant program, the City provides funding to local community organisations to deliver projects that increase access to affordable and healthy food. To date, food support grant recipients provided 241,147 kgs of food, including 191,655 meals and \$85,936 in food vouchers to people experiencing food insecurity. This reflects 114,957 occasions of service, 32,322kgs of rescued food and 194 instances of other organisations supported indirectly. In addition, 25,875 sanitary items were distributed. The City coordinates the Food Operations Working Group bringing together local organisations to strengthen collaboration, improve referral pathways and share resources.								On Track	
Support a more sustainable food system and equitable access to safe, nutritious food											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	2025/26 Result Q2	2025/26 Result Q3	2025/26 Result Q4	2025/26 Result YTD	Comment	Status
Meals provided through the City's Meals on Wheels service	No.	44,475	49,868	-	13,112	13,256	12,643	13,448	52,459	This represents an increase of 5.2% on FY2024/25	Indicator Only
Food support grants approved by the City of Sydney	\$	-	-	-	1,214,781	794,438	0	0	2,009,219	This year, 24 Food Support grants (both case and value-in-kind) were supported	Indicator Only

SD07 Resilient and diverse communities

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

7.1 Communities are connected and socially cohesive

Major Programs	Progress To Date	Status
Strengthen social cohesion		
Foster cross-cultural awareness, tolerance, and social connection among people from diverse cultural backgrounds through services, programs and events	Services, programs, events and targeted activities to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds across our community centres and facilities. Highlights include: • 657 attendances at Lunar New Year and Moon Festival events, culturally themed community morning teas and a number of Refugee Week events in community centres • 100 attendees at intergenerational pancake morning teas • 97 attendees at Seniors Festival events including Tea & Sing-a-long at Ultimo Community Centre, and Rock & Roll Party at Reg Murphy Community Centre, Potts Point • 80 attendees at an International Women's Day women's basketball competition at KGV Recreation Centre, The Rocks • 25 attendances at the Asylum Seeker weekly group workout at KGV Recreation Centre, The Rocks • 279 attendances at international student events, delivered through the International Student Leadership Ambassador Program • 78 attendances at 7 anti-racism allyship network sessions • 56 attendees at 3 Aboriginal Cultural talks delivered by a local Elder • 20 attendees at an Aboriginal weaving class delivered by a local Elder • 110 attendances at a 'Cuppa with Cop' morning tea in Green Square • 22 attendances at an Australian sports day at Green Square Public School	On Track
Collaborate to address loneliness and social isolation		
Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	A wide range of low and no cost programs and activities were offered through our community centres and other locations to support community members at risk of loneliness and isolation. Highlights include: • 1,167 at end of year celebration events at our community centres • 49 attendances at Men's Health week events • 182 attendances at mah-jong in Green Square • 40 attendances at baking workshops at Ultimo Community Centre • 707 attendances at parent and bubs fitness classes • 280 attendees at RUOK Day events • 390 attendances at the Senior's Christmas luncheon in Sydney Town Hall • 1,016 attendances at the annual NSW Seniors Festival Comedy Show at Sydney Town Hall • 230 attendees at Women's Health Week events • 204 attendances at Seniors Week fitness free fitness activities • 140 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people • 8,930 engagements with international students at 9 orientation week events at tertiary institutions • 168 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people	On Track

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

Major Programs		Progress To Date								Status		
Provide inclusive, affordable and accessible community and cultural facilities												
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities		A total 355,004 people attended a range of programs offered to ensure community social inclusion, connection and participation. Highlights include: • 165,632 attendances at targeted programs to improve community health and wellbeing • 135 programs to increase inclusion and diversity • 56 programs to support participation of people with disability • 50 attendances at Clothes Swap events • 11 programs in community centres to improve digital literacy and inclusion • 100 attendances at a Moon Festival celebration • 40 attendances at an Aboriginal and Torres Strait Islander transgender celebration and remembrance event • 17 attendances at an art and social connection program for older LBTIQA+ women • 930 attendances at educational programs and workshops such as My Aged Care information sessions, workshops on how to protect your identity and Digital confidence, TAFE Outreach preserving course, healthy bones and osteoporosis, how to avoid serious injury and ways to save talks, Red Cross emergency preparedness, women's self-defence and cooking and nutrition workshops, a native plant and food session, life writing and journalling workshops, and information talks								On Track		
Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability		The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive. Budget has been allocated in the Long Term Financial Plan in FY26/27 to renew community facilities to be more accessible and inclusive, including Paddington Town Hall and Redfern Community Centre.								On Track		
Support social connection and wellbeing												
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services		The Community Wellbeing Report is available on the City's website. No data updates were required this year.								On Track		
Provide inclusive, affordable and accessible community and cultural facilities												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	68	41	-	68	74	57		61	61	This includes support for the Jewish community following the Bondi Beach tragedy. The City waived venue hire and hard costs valued at \$13,218.50 for the Chanukah in the City event. A waiver to the value of \$15,425.00 was provided to Yabun to cover the hard costs associated with the Yabun 2026 Banner campaign	Indicator Only
Overall attendance at City Spaces	No.	298,919	349,840	-	92,030	84,756	81,663		92,308	350,757	The data for Q1 and Q2 for this year have been revised.	Indicator Only

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

Major Programs	Progress To Date	Status
Embed climate risk and resilience considerations		
Partner with regional governments, business and the community to implement the second Resilient Sydney Strategy for the Greater Sydney region	In May Resilient Sydney Ambassadors of 25 Greater Sydney councils and Committee for Sydney came together to contribute towards a collective case for a City of Greenways, a key element of a Breathable Density report for Sydney. Resilient Sydney and WSROC brought together stakeholders from across government, industry and the community in a range of initiatives on the risks and impacts of heat: • 4 Greater Sydney Heat Taskforce meetings to advance recommended actions from the Greater Sydney Heat Plan. • The Heat Smart Sydney Forum in November attended by 101 government representatives, plus industry and the community. • A Climate Change and Natural Hazards Planning SEPP workshop enabling Greater Sydney council planning teams to share feedback and insights on the SEPP and the draft Policy Statement on Urban Heat to inform advocacy and submissions. • Climate Week Urban design for Heat Resilience event in March - to provide updates and case studies for more than 100 planning, design and climate resilience professionals focused on using the Cool Suburbs Rating tool to deliver heat mitigation design recommendations for main streets in Camden and Blacktown. Resilient Sydney also delivered Heat Plan ministerial briefings and was recognised for the Heat Taskforce by the United Nations Heat Taskforce's 50@50 initiative. Resilient Sydney presented at and participated in a range of government and industry forums across priority areas such as renewable energy zones, greenways, social cohesion, net zero plans, extreme weather impacts on mental health and rental energy efficiency standards.	On Track
Implement the City's Floodplain Management Policy and update floodplain management plans, and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	The City has adopted an interim floodplain management policy. The policy is being implemented through the development approval process. In June 2025 Council endorsed an update to the Sydney Development Control Plan (DCP) to incorporate the provisions of the policy. Updates to the DCP will also need to take account of the forthcoming Climate Change and Natural Hazards State Environmental Planning Policy (SEPP) and Climate Change Scenario Guidelines. Work to update flood studies and floodplain risk management studies and plans is underway and being reported to the City's Floodplain Risk Management Advisory Panel. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.	On Track
Support communities to build capacity and capability for resilience		
Improve emergency preparedness in apartments and in priority communities	Owners Corporation Network, supported through grant funding, is developing an emergency preparedness toolkit, including templates and a risk calculator to help strata committees develop a building-specific approach to emergency preparedness. Better Renting, also supported through grant funding, has conducted a citizen-science project to empower people living in rental properties to use their experiences around household energy efficiency to advocate for minimum energy efficiency standards for rental properties. The project released 'Boiling Point' a report detailing the heat experiences of 50 renters, including instances of indoor temperatures reaching over 40 degrees and recommending Minimum Energy Efficiency Standards to mitigate unsafe conditions. The City made a submission to the NSW Government consultation on Energy Efficiency Rental Standards, advocating for mandatory minimum standards to improve the energy efficiency, thermal performance and climate resilience of rental properties across NSW highlighting the benefits of reduced energy costs and better protection from extreme temperatures.	On Track
Support communities beyond our local area and international communities experiencing emergency situations	This year no donations were approved by Council.	On Track

7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
Support diversity of business models		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	The City provided support to social enterprises through the Aboriginal and/or Torres Strait Islander collaboration fund, Business sector support, Community services, Festivals and events, Food support and Innovation and ideas and Quick response grants to deliver a range of projects. This included support for the social enterprise Council of NSW & ACT Ltd to host a 2-day Social enterprise festival in the local area to celebrate businesses putting people and planet first through family-friendly activities, workshops, and markets and for Wildflower Gardens for Good Limited to deliver an Aboriginal-led apprenticeship project in Millers Point transferring rare seed collection skills to young people.	On Track
Contribute to initiatives that support economic resilience		
Contribute to metropolitan and state-wide strategic economic planning	The Economic Development Strategy 2025-2035 adopts a place-based approach to economic development that supports state-wide strategic economic planning by provide guidance on how the central Sydney economy contributes to the broader Greater Sydney and Australian economy. We participate in NSW Government working groups and committees including the NSW Night Time Economy Councils' Committee, NSW Government's 24-Hour Economy Advisory Group, Visitor Economy Greater Sydney Local Councils Group, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group. We participate in the Innovation District Alliance hosted by the Committee for Sydney with membership from across the innovation districts of Greater Sydney. We convene regular meetings with local business chambers and peak bodies.	On Track

7.5 People feel safe in the city

Major Programs	Progress To Date	Status
Collaborate to improve community safety		
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	The City supports the NSW Police through the Street Safety Camera Program's 24/7 operations. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places. The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.	On Track
Embed the NSW Child Safe Standards		
Ensure effective implementation of the NSW Child Safe Standards across our organisation	The NSW Child Safe Standards continue to be embedded into practice including through numerous operational Child Safety procedures Highlights include: • review of the Child Safety Training Plan and compliance with the mandatory national child safety training for relevant employees involved in early childhood education and care regulated under the National Quality Framework as part of the national child safety reform initiatives • review of legislative, regulatory and non-regulatory obligations relevant to Child Safety policy and procedures, and continuous improvement recommendations applicable to City of Sydney education and care services and other service provision relevant to children and young people • review of procurement and contract management policy changes and required updates to the Child Safety procedure- contracted service providers.	On Track

- review of the public consultation for the statutory review of the Child Protection (Working with Children) Act 2012
- annual review of the Local Child Safety Risk Management Plans
- updates to the Child Safety information in the Grant Guidelines, application form and website information

Deliver programs to improve community safety

Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	In FY25/26 City Rangers have spent over 167,010 hours on patrols to monitor legislative compliance and respond to customer complaints, which include parking, development applications, companion animals, noise, litter and unlawful trading.	On Track
Deliver programs to reduce crime and improve actual and perceived community safety	During the year, the City hosted 3 'Cuppa with a Cop' community safety events in partnership with the South Sydney Police Area Command in Green Square, Waterloo, and Redfern attended by 225 residents. These events aim to strengthen trust between residents and local Police, as well as provide an opportunity to share information on community safety and crime prevention resources. In June, the City hosted a Crime Prevention Through Environmental Design information session for the Waterloo Wellbeing and Safety Action group, attended by 14 residents, followed by a safety walk on the social housing estate. Of residents surveyed, 100% reported an increase in their skills and knowledge.	On Track
Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	The City's quarterly Inner City domestic and family violence forums addressed trauma informed support for older women, the importance of social connection, cultural safety, accessibility and economic opportunity. The City's support for the United Nations 16 Days of Activism Against Gender Based Violence included workshops on financial autonomy, economic safety and domestic and family violence prevention for active bystanders and allies. The City supported for the Unite Against Violence Vigil, in partnership with 30 frontline services, on the International Day for the Elimination of Violence Against Women. The City supported a Women's Festival which included a walk in solidarity from Redfern Community Centre to Redfern Park for women and children's safety.	On Track
Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community	On International Drug Users Remembrance Day representatives from community organisations, members of the harm reduction community, people with lived experience and City staff gathered around the Remembrance Day Tree in Lawrence Hargrave Reserve to remember those lost to drug related harm. The focus of this year's event was on stigma and the importance of advocating for safety and change. Over 40 people attended the event, which was held in partnership with NSW Health, NSW Users and AIDS Association, Wayside Chapel, and Sydney Medically Supervised Injecting Centre. On 9 December, at a small community gathering a memorial plaque was unveiled to better acknowledge and sign post the Remembrance Day Tree in Lawrence Hargraves Reserve. The wording of the plaque was chosen by community including those with lived experience through the Kirketon Road Consumer's Participation Group and Medically Supervised Injecting Centre's Consumer Action Group.	On Track

Deliver programs to improve community safety

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result Q2	Q3	Q4	YTD	Comment	Status
People attending community safety events / programs	No.	2,484	4,380	-	-	1,985	-	931	2,916		Indicator Only
Community safety program participants who report an increase skills or knowledge	%	96.5	94.9	-	-	98	-	98	98		Indicator Only
Community safety program participants who know where to get help if they need it	%	84	91	-	-	97	-	92	94.5		Indicator Only

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

Major Programs			Progress To Date							Status		
Empower and support community led solutions												
Integrate community wealth building within our economic strategy and our operational activities			Work continues to progress the integration of community wealth building principles within our operational activities. Community wealth building principles have been integrated into the City's economic development strategy 2025 - 2035.							On Track		
Support a strong Aboriginal and Torres Strait Islander community-controlled sector												
Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City’s grants and sponsorship program			This year 48 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations. These projects were supported through the City’s Aboriginal and Torres Strait Collaboration fund, Community services, Creative grants, Festival and events, Food support, Innovation and Ideas, Quick response and strategically driven one-off grants.							On Track		
Strengthen young people’s civic engagement												
Deliver youth civic engagement programs			A number of programs were implemented to strengthen young people's civic engagement. Highlights include 94 attendances at 8 Changemakers Launchpad Program sessions and 193 attendances at 14 Youth Opportunities Program sessions, including 11 program meetings and 3 Youth Week events delivered by the group.							On Track		
Support a strong Aboriginal and Torres Strait Islander community-controlled sector												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	76	94	-	-	48	-		89	89	During FY25/26, the City has engaged with 82 suppliers. This figure is the total number for the whole financial year.	Indicator Only
City of Sydney spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,970	3,169	2,400	-	818	-		1,604	2,422		On Track
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$ '000	1,936.74	2,526.4	-	4,405.83	871.82	235.66		181.15	5,694.46		Indicator Only

SD08 A thriving cultural life

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

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

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition		
Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel with 'bara', Monument for the Eora by artist Judy Watson completed in 2023. Yananurula is in development with artist Lucy Simpson who also designed 'Sitelines and Conversations'. Community consultation and a head contractor in the process of being procured for delivery of the artwork. The project is being developed and delivered in partnership with Place Management NSW, Royal Botanic Gardens and project partners including cultural institutions.	On Track

8.2 We value our cultural life and champion our creative industries

Major Programs	Progress To Date	Status
Enable artists to participate in shaping our city		
Deliver the City Art public art program by commissioning temporary and permanent public art works and maintaining, conserving and communicating the City Art Public Art Collection 	In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Curator Emily McDaniel's guidance. Lucy Simpson's artwork for 'Sitelines and Conversations' is out to tender delivery. The City's maintenance and conservation programs are ongoing. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced with procurement of relevant expertise underway. Conservation of the Tank Stream Fountain will commence in this quarter as will conservation of Llanekelly Place Lights. Stabilisation, structural works and minor conservation works are have been completed for the Woolloomooloo Murals project. The Culture Walks App, which contains a number of self guided public art walks is being advertised on QMS panels.	On Track
Invest in local creation and production		
Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy	This year, 157 Cultural grants were provided. Support to increase creative participation and enhance creativity through our grants program includes project supported through the Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events, Innovation and ideas, Quick response, Street banner , and Venue hire support grants. This includes support for Moogahlin Performing Arts to deliver a production of Healing Scars by Warren Mason, a live Carriageworks performance exploring First Nations intergenerational healing from injustice through music and storytelling, led by a Yuwalaaraay composer and performer for diverse community audiences. Space was provided to cultural organisations through our Accommodation grant program for long term use of the City's spaces which includes Jessie Street Nat. Women Library in Ultimo and Pride History Group in Glebe.	On Track
Reinforce Sydney as an innovative, creative, global city		
Produce an annual program of events and festivals that showcase local stories and talent internationally, champions local cultural production, and actively engages with local communities	The City continues to create opportunities for local creatives and audiences through its programs. NAIDOC in the City celebrated First Nations culture in Sydney Town Hall. Art & About delivered Soft Forest, a children's performance work and Meeras Pavilion presented a celebration of Rohingya culture coordinated by Sydney's Rohingya community. First Nations performers were programmed for each Sydney Christmas concert alongside performers with diverse backgrounds and abilities. Key creatives engaged for Sydney New Year's Eve, including pyrotechnics, soundtrack,	On Track

animation and lighting are based in Sydney, showcasing local creativity to the world. Sydney Lunar Festival engaged 8 local Asian-Australian artists to design street banners.

Record and share Sydney's stories and history

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

Sydney's stories are shared through park signage, bespoke history hoardings in the public domain, the Civic Collection display in The Colonnade and the Model Makers exhibition at Customs House, as well as City of Sydney social media channels. Staff continue to deliver engagement programs and provide public and internal advice to share Sydney's history, heritage and culture with the community. This has included delivering public programs for History Week and Heritage Festival.

Work continues to re-present history content online, including migrating the oral history collection and Sydney Aldermen biographies to the Archives and History Resources catalogue. The Barani website continues to be a major access point for Sydney's Aboriginal history, with a technical upgrade implemented to ensure that it is functional and easy to use. Historical walking tours continue to be provided via the Sydney Culture Walks app and accessible pdfs via the corporate website, with four guides and walks with an Aboriginal history focus.

On Track

Educate, connect with and engage the community

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

The City delivered a diverse and inclusive cultural programs across libraries, community centres, the Makerspace and Pine Street Creative Arts Centre. A total of 353 programs engaged more than 4,000 participants across multiple venues, with strong community feedback:

- 89% said the programs inspired their creativity
- 87% agreed activities were well delivered.
- 88.5% said they felt welcomed, demonstrating the success of creating safe, accessible environments
- 78.5% said they felt part of a community, highlighting the program's ability to foster belonging.
- 65% said they got to know people different from themselves, supporting greater social connection and cultural exchange.

Programs reflected the City's diversity, including lion dancers for Lunar New Year celebrations, NAIDOC Week performances, and Heritage Festival events. The Makerspace featured creative coding, 3D design, and game development programs. Storytellers programs included If Words Could Speak at Darling Square Library and In My Neighbourhood at St Helens Community Centre.

On Track

68

Support the creative sector

Undertake research to support the creative sector to advocate for and address identified needs

Research partnerships with the University of Canberra continue, as does subject specific research using the Floor Space Employment Survey and Census. A research briefing, using this information, was provided to creative sector leaders as part of the Creative Leaders Exchange program.

On Track

Contribute to local and international cultural networks to gain insights that benefit local culture

The City has supported the development of the Creative Production Spaces NSW, a group of entrepreneurs managing creative spaces, to facilitate sector advocacy and peer led learning.

The City also hosted the first meeting of the Creative Leaders Exchange, to further support local cultural professionals living and working in NSW.

On Track

Invest in local creation and production											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,715.23	3,742.76	-	2,021.2	681.58	47.97	49.86	2,800.62	This year, 99 Cultural grants were provided by the City. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events, Innovation and ideas, Quick response, Street banner and Venue hire support grants	Indicator Only
Cultural grants approved by the City of Sydney to Aboriginal and Torres Strait people, groups and organisations (excluding major events)	\$	-	-	-	76,917	46,700	0	32,050	155,667	This year, 9 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Creative grants, Festivals and events, Quick response and Venue Support Grants.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	13,254	12,345	-	-	6,910	-	7,177	14,087	Creative personnel have been engaged primarily through Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

8.3 An increasing number of creative workers live or work in the city

Major Programs	Progress To Date	Status
Enable creative and cultural operators to locate in Sydney		
Deliver programs that support cultural organisations and creative businesses to employ creative workers	Up to 139 creative and cultural organisations were supported in City owned spaces, employing 114 full-time, over 120 part-time and nearly 400 casual staff, delivering over 1,200 events over the year. An average of 2,400 artists or creatives were showcased, exhibited, performed or rehearsed in these spaces each quarter. Through the annual grants programs, the City provides financial support to cultural organisations to employ artists in the delivery of their projects. The 5 creative festivals, Sydney Fringe, Biennale of Sydney, Sydney Film Festival, Sydney Writer's Festival and Sydney Festival, collectively employed over 1,800 artist and creative workers this year. Other creative grant programs supported ensured artists were remunerated for their work. This included Belvoir Street Theatre's 25A Emerging and Independent Artist Program, paying 154 artists for their new works; Bakehouse Theatre contributing income to 184 artists and Sydney Women's International Jazz Festival employing a record 142 musicians and creatives.	On Track

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

Major Programs	Progress To Date	Status
Engage diverse cultural workers and connect with diverse audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City's events are programmed with a diverse range of performers and artists. NAIDOC in the City 2025 was presented by Indigenous Social Enterprise, We Are Warriors, featuring artworks from First Nations artists and a lineup of First Nations artisans and musicians. Capital works launches in Oxford Street and Andrew Boy Charlton swimming pool were curated to reflect the demographic and character of those communities. The opening of the Green Square Public School featured an artwork by Blak Douglas who performed Yidaki and storytelling at the launch. Sydney Streets events in Glebe, Potts Point, Redfern, Darlinghurst and Pyrmont included a diverse make up of artists and performers drawn from those precincts. All Sydney Christmas events included at least one First Nations artist, artists with disability and artists from varied cultural backgrounds. Sydney NYE featured a Calling Country segment curated by Yuin artist, Nooky with artworks and music by First Nations artists.	On Track

Encourage greater diversity in creative workforce and leadership

Provide support to a range of cultural groups that reflect the diversity of our communities	Through various creatives spaces programs, the City supports 7 First Nations creative and cultural organisations, and 10 organisations representing and advocating for culturally, linguistically and socially diverse communities. Our Creative Grants program continues to support engagement with diverse communities in project outcomes. These include the Australian South Sea Islanders' traditional embroidery sewing circles; Sound Sorcery featuring women/gender diverse people from LGBTQIA+, CALD backgrounds; The Worlds within Worlds concerts featuring Arabic and Middle Eastern instrumental music and the Word Travels annual Story Week Festival showcasing 72 artists from diverse cultural backgrounds.	On Track
---	--	-----------------

16

8.5 There is an increased supply of accessible creative space

Major Programs	Progress To Date	Status
Encourage investment in new creative space		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	The Committee for Sydney has delivered a study that investigates the feasibility of a Creative Land Trust (CLT) for Sydney, in line with a 2024 Resolution of Council. This project is underpinned by a working relationship with Create NSW, which includes potential joint investment of seed funding and property into a CLT if it is found to be feasible. Fern Advisory led a project time to propose a feasible model and recommendations informed by primary research with precedent organisations from other jurisdictions, in-depth financial modelling and a real property case study from the City's portfolio. The City and NSW Government are currently considering the recommendations from this study. Ongoing work includes research into mechanisms for providing affordable creative workspace through the planning system.	On Track
Retain and increase the supply of creative space in City of Sydney properties		
Deliver affordable space to the creative sector in City owned properties	There are currently 8 apartments leased through the Creative Live Work Program, 24 cultural spaces leased or licensed through the Accommodation Grant Program and 4 cultural spaces licensed through the Short Term Empty Properties program.	On Track

Enable cultural infrastructure through planning policies

Support, monitor and evaluate the delivery of cultural space incentivised by the Oxford Street planning controls

No development applications proposing cultural and creative floor space are currently under assessment by the City of Sydney within the Oxford Street Precinct.

Watch

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result	Q2	Q3	Q4	YTD	Comment	Status
Creative organisations in creative spaces supported by the City of Sydney	No.	72	96	-	79	81	139	139	139	139	The City provided 43 spaces to up to 139 creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program this year.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	3,130.55	2,438.27	-	683.67	595.52	593.75	784.31	2,657.25	2,657.25	This includes revenue forgone through the Accommodation Grants Program for cultural initiatives including organisations such as the Jessie Street National Women Library in Ultimo and Pride History Group in Glebe.	Indicator Only

SD09 A transformed and innovative economy

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

9.1 An expanding innovation economy supports Sydney's future prosperity		
Major Programs	Progress To Date	Status
Collaborate to develop and promote sector specialisation and clustering		
Work collaboratively with the NSW Government, other agencies and organisations to drive place-based innovation including Tech Central	We are working collaboratively with precinct partners to position the Tech Central area as the driver of place-based innovation in Australia. We meet monthly with Investment NSW and are exploring formalised partnership models with anchor institutes. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. In September 2025 Investment NSW released the Tech Central Economic Development Strategy which the City contributed to and is identified as a delivery partner for strategic outcome 4 relating to improvements in place. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were also released in 2025.	On Track
Collaborate to position Sydney as an innovative global city		
Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	The City collaborates with Investment NSW to support broader investment attraction efforts, including on Tech Central as Australia's premier innovation precinct. We also continue to work closely with Business Events Sydney to support the attraction of domestic and international business events for Sydney for the period 2025-2028. The City also hosts a number of international delegations, often specifically interested in investment or innovation opportunities in the City of Sydney.	On Track
Foster a culture of entrepreneurship through knowledge sharing, festivals, network building and active promotion of experimentation	The City has supported organisations through the Business sector support, Innovation and ideas and Festival and events grant programs to deliver projects that foster a culture of entrepreneurship. This included support for Pride Business Association (NSW) Incorporated to deliver a business fair on Oxford Street exclusively showcasing LGBTQIA+ businesses during Small Business Month, for the Indigenous Entrepreneur Network Ltd to deliver the Funding and Investment Readiness Program for Indigenous businesses and for the Australian School of Entrepreneurship to deliver a youth-led startup incubator in the local area, promoting social impact and innovation by equipping young people with entrepreneurial skills, mentorship, and networks. In addition, the City supported Welcome to Country, a local First Nations business that delivers capability programs and markets products from Aboriginal entrepreneurs from across Australia.	On Track
Support local businesses to transform and adopt new technologies and innovations		
Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	The City's Reboot Webinar series is a free, online program for local businesses to develop capacity in innovation and adoption of new technologies. This year, 15 sessions were delivered with over 9,950 registrations. Topics included AI, meta advertising and social media. The City delivered a program of STEM careers workshops for women and gender diverse people, young people and people with disability. In addition, the City provided support to projects that assist local businesses to adopt new technologies through the Business sector support, Festivals and events and Innovation and ideas grant programs. This included support for Regen Sydney Ltd to showcase place-based regeneration and foster local green economic transformations and for Curiosity Centre Pty Ltd to share strategies from Sydney's top startups through toolkits, case studies, and live sessions with emerging founders to empower them to build scalable companies.	On Track

Support local businesses to transform and adopt new technologies and innovations

Key Performance Indicator	Unit	2023/24	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	250	0	2,520.53	This year, 45 Economic grants were provided. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration fund, Business sector support, Festival and events, Innovation and ideas, Haymarket Activation and Dixon Street improvement Grants.	Indicator Only

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

Major Programs	Progress To Date	Status
----------------	------------------	--------

Encourage and promote innovation and commercialisation of research

Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	The City provided a total of \$2,918,994 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. During this period Greenhouse have hosted over 260 events for green and climate tech startups including the launch of the Catalysing Climate Capital Report, the Local Government Net Zero and Resilient Communities Summit, an event for the Green Building Council of Australia, the Blended Finance Roundtable, Crunching the Climate Capital Stack and the Better Data Centres Forum.	On Track
--	--	----------

Promote and support development of local net zero and circular economies

Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney becoming a regional hub for sustainable finance. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of sustainability-focused tech companies and provides a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused start-ups include building business skills, connecting start-ups to investors and venture capital, and hosting major events including the 2026 Sydney Climate Action Week (CAW). CAW is supported through grant from the City of Sydney. We continue to support Greenhouse through a grant to position Sydney as a sustainable finance hub. In March 2025, CAW included an event to help founders understand the climate capital stack (a layered mix of financing sources used to fund climate technology companies and infrastructure projects). Greenhouse released a report in 2025 that will inform a capability building and financial instrument pilot program that they will deliver in year 2 and 3 of the 3-year grant. This program has been postponed to year 3 as Greenhouse attempts to secure partnership with a major bank, which will increase reach and pathways for funding. We are working with the Australian Sustainable Finance Institute (ASFI) to deliver a modified year 3 of programming for sustainable finance in Sydney under their business sector support grant, which will be delivered later in 2026. We continue to explore opportunities for collaboration on sustainable finance with the NSW government.	On Track
---	--	----------

Facilitate the growth of net zero or circular economy markets to provide greater business opportunities and reduce costs	The City of Sydney supported Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of Sydney's net zero and circular economy startups. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events. The City of Sydney released the Waste reduction and circular materials strategy 2026-2035 and in July 2026 a new Environmental Grant was introduced. Open to not-for-profits (such as business chambers or Uptown precincts), the grant includes a Circular Materials category that can fund the creation of services and systems for sharing, reusing, repairing, refurbishing and repurposing products or materials. To further support businesses to cut costs, reduce waste and build resilience, the City of Sydney released its online "introduction to the circular economy" training program for SMEs. The course aims to improve SMEs' understanding of circular economy principles and provide practical, general advice on how these principles can be incorporated into business operations.	On Track
Build the capacity of local business to adapt their operations and benefit from the transition to a net zero and circular economy future	The City launched the Introduction to the circular economy online training program for local businesses. The program includes practical and actionable resources to support small businesses from key industry sectors to transition to a net zero and circular economy future. To date, 4,400 people have accessed the online course. To support further engagement, during October and November the City hosted 3 sector-specific live online sessions, which were attended by 50 businesses. The sessions included presentations from local retail, hospitality and professional services organisations, showcasing examples of best-practice approaches to circularity in the City of Sydney LGA. In addition, the City provided support through the Innovation and ideas grant program for Greenhouse to deliver Climate Action Week Sydney. A total of 228 events were held across 150 venues with 13,350 tickets sold across these events.	On Track

9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity												
Major Programs			Progress To Date							Status		
Collect, analyse and share data												
Provide demographic and economic development information to enable enhanced community decision making			The City provides public data, reports, and commentary on housing stock; residential, commercial, and visitor accommodation development; community wellbeing; employment, business mix, and floorspace trends; and Census data and population forecasts. These are published on the City's website and/or datahub.							On Track		
Support Indigenous enterprises, social enterprises and for-purpose businesses												
Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities			The City continues to undertake a range of internal and external projects to improve our ability to support Aboriginal and Torres Strait Islander businesses. This includes the finalisation of a quantitative research project with the Dilin Duwa Centre for Indigenous Business Leadership to investigate the number of Aboriginal and Torres Strait Islander businesses based or operating in the City of Sydney, including breakdown by business size, age, and sector/industry. The City also continues to collaborate with peak bodies to upskill staff involved in procurements. This includes staff training sessions with Supply Nation and the development of new data reporting through PowerBI of all live contracts with First Nations businesses.							On Track		
Collect, analyse and share data												
Key Performance Indicator		Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Comment	Status	
							Q2	Q3	Q4	YTD		
Turnover of the core night-time economy (food, drink & entertainment businesses)		\$Bln	6.14	6.4	-	-	-	-	-	-	Data for FY2025/26 is not available at the time of publication. Data for 2024/25 has become available and is updated here.	Indicator Only

9.4 Creativity and great experiences fuel the vitality of the city

Major Programs	Progress To Date	Status
Encourage activation of places and precincts		
Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	The City has provided support to projects that strengthen business collaboration and deliver creative programming in local precincts through the Business sector support, Festivals and events, Haymarket activation and Dixon Street improvement grant programs. This included support for the Chinatown Comedy Club to promote local artists and the nighttime economy and for the Hollywood Quarter Inc to drive business collaboration and marketing. The City delivered 7 Sydney Street events in Potts Point, Glebe, Surry Hills, Haymarket, Redfern, Darlinghurst and Pyrmont, with more than 160 businesses and community organisations participating in the events. Of the 41 businesses and organisations that completed the post-event survey, 79% agreed or strongly agreed the events were well produced and presented and 81% agreed or strongly agreed the events helped them feel more connected to community. Across the 7 events, over 450 attendees were surveyed, with 96.5% rating their overall experience as good or excellent.	On Track
Advocate to support nightlife and entertainment		
Monitor planning and regulatory frameworks and engage with the NSW Government to support nightlife and entertainment	The City continues to monitor planning legislation and regulatory frameworks that support a vibrant and diverse nightlife. This includes providing feedback and advice to the NSW Government on regulatory barriers affecting the night-time economy, the impacts of the vibrancy reforms, and issues related to venue and event noise complaints. The City is a member of the NSW Government's 24-Hour Economy Advisory Panel and participates in the NSW Office of the 24-Hour Economy Commissioner's Community of Practice Working Groups providing advice and guidance on developing and promoting a safe, connected and equitable 24-hour city.	On Track
Support and promote the experience economy		
Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy and economy	Major festivals, including Sydney Writers Festival, Sydney Fringe and Biennale drew a large contingent of local and international artists and audiences this year. The 50th Sydney Festival delivered over 100 international and locally produced events in a diverse, city-wide program of theatre, music, dance, and installations attracting an audience of over 210,000. Sydney Gay and Lesbian Mardi Gras featured over 120 community events including the flagship Parade along Oxford and Flinders Street attracting 12,000 marchers. The Biennale of Sydney, curated by Hoor Al Qasimi launched its 25th biennial event in March which included over 80 artists, collaborations, and collectives and attracted over 777,000 visitors. Antenna Documentary Film Festival delivered over 50 documentaries from 18 countries and Sydney Film Festival presented 248 films from 81 countries. Both film festivals reported record crowds this year.	On Track
Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education	The City continues to work with Destination NSW (DNSW), Placemaking NSW (PMNSW), Office of the 24-Hour Economy Commissioner (O24HEC), Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS), Study NSW, and the wider Sydney visitor economy sector to support a quality destination experience. Discussions included better integration of visitor products and services into the Culture Station located at Circular Quay to meet the visitor needs. The Culture Station is operated by the visitor services team from the Sydney Opera House and promotes cultural opportunities and other visitor experiences. The City continues to deliver visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. In the year to March 2026: 13 million domestic visitors to Sydney, 33.8 million overnight visits. 3.9 million international travellers an increase in 8.4% compared to the previous year. The number of nights spent in Sydney also increased 6.4% and expenditure was up 17.6% (year on year) to \$13.9 billion	On Track

The City continues to support the International Student Welcome Desk at Sydney Airport, coordinated by Study NSW. Over 14,115 volunteer hours were provided by nearly 900 students in 2025, assisting nearly 11,000 newly arrived international students.
Over 233,000 international students were enrolled in the Sydney and Inner south area (Jan-Dec 2025) predominantly from China, Nepal, India, Bangladesh, Vietnam and Indonesia.

Develop and deliver tourist information services to meet visitor requirements

The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal.

On Track

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

The City continues to deliver programs that welcome international students, support their wellbeing, and enhance their employment outcomes. In November 2025, the City hosted 'Christmas in the City: an International Student Festive Walk'. 53 international students attended or volunteered at the event, with 100% of attendees reporting the event made them feel more included in the Sydney community and 90% of attendees made a new connection. On 1 April 2026, the City hosted the 2026 Lord Mayor's Welcome for International Students, attracting 959 participants, including 889 students from 94 countries and 15 education institutions. The event featured addresses from the Lord Mayor and Investment NSW representative Rebecca McPhee. A total of 30 stallholders, including education providers, community organisations, and City services, engaged with students to support their integration and raise awareness of services that enhance their study and life in Sydney.

On Track

Support and promote the experience economy

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	Q1	2025/26 Result			Q4	YTD	Comment	Status
Economic impact of business events and conferences secured	\$M	47.9	100.38	-	17.96	5.3	66.46	17.16	106.88		In FY25/26, BE Sydney secured 28 events with an estimated 92,810 delegate days .	Indicator Only
Grants approved by the City of Sydney for major events and festivals	\$ '000	6,540.38	6,445.04	-	700	4,268.62	472.07	1,138.66	6,579.35		This year, 12 grants were provided by the City	Indicator Only
Domestic visitors – average number of nights stayed in City of Sydney local area	No.	2.69	2.37	-	-	-	-	-	-	-	The source methodology for this measure has changed to a rolling year to date. Because of this we have needed to change the frequency of reporting on this measure to annually in June. Data for FY 2025/26 is not available at the time of publication.	Indicator Only
International visitors - average number of nights stayed in City of Sydney local area	No.	13.99	14.28	-	-	16.1	-	-	-	16.1	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	2,335,971.69	-	-	1,353,430	-	-	-	1,353,430	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	-	-	-	-	233,192	233,192			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 LGBTIQ+ Place Strategy	The Oxford Street Pride Charter continues to promote inclusivity and celebrate Oxford Street's LGBTIQ+ history. The Charter includes specialised security and free online diversity and inclusion training for local businesses. The PrideVis program, a key initiative of the Charter, continues to equip security staff with pride-flag vests to enhance safety and visibility. In August 2025, the City approved \$35,000 in cash funding to the Rainbow Precinct to assume ownership of the Charter and continue its promotion and implementation.	On Track
Support the implementation of the Haymarket and Chinatown Place Strategy	The City held Haymarket information sessions in July 2025 and February 2026, which were attended by a total of 80 local business owners and community members. City staff presented updates on projects being delivered through the Haymarket and Chinatown Revitalisation Strategy, including the Dixon Street public domain upgrade, Belmore Park upgrade and Haymarket grant programs. In August 2025, the public domain upgrade of Dixon Street commenced. To support local businesses during the works the City produced and distributed "Support Local" posters for display in shopfronts, and launched a photo campaign featuring local businesses on QMS advertising boards in the area.	On Track
Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	During the year, the City installed 26 new on-street dining locations throughout the LGA. Over January to March, Council exhibited the draft Outdoor Dining Guidelines which include provision for the City to convert temporary on street dining areas to permanent footpath extensions without concrete barriers.	On Track
Support place-based approaches to promote the growth of thriving local places and economies	The City has supported projects that promote vibrant, safe and sustainable precincts through the Business sector support, Innovation and ideas, Festivals and events, Haymarket activation, and Dixon Street improvement grant programs. This included funding for the Night Time Industries Association to deliver Night Pulse, a data-driven survey of night-time economy consumers in the City of Sydney local area, for Rainbow Precinct Inc. to deliver marketing, activations and events celebrating LGBTIQ+ history and culture, and for the Thai Town Business and the Thai Community Association to undertake research to strengthen Thaitown's cultural identity and inform future placemaking initiatives. In addition, support was provided to Organic Food Markets to deliver weekly day and night markets in Taylor Square with funding directed to employing diverse musicians and artists.	On Track
Diversify our economy		
Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	The City continues to work with the NSW Office of the 24-Hour Economy Commissioner on initiatives that support a diverse, vibrant and inclusive nightlife. These include the Uptown Program, Purple Flag Accreditation Scheme and the NSW 24-hour Economy Strategy. During the year, 3 precincts within the City of Sydney applied for Purple Flag accreditation. In early 2026, Chinatown in Haymarket received their accreditation with the remaining two precincts currently being assessed. In addition, YCK Laneways successfully renewed their Purple Flag accreditation.	On Track

SD10 Housing for all

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

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs		
Major Programs	Progress To Date	Status
Work with others to improve systems to reduce homelessness		
Advocate for innovative responses, and build the capacity of non-government services and the community to contribute to preventing and reducing homelessness	The City of Sydney continues to advocate for the needs of individuals experiencing homelessness through a range of activities including: • chairing and minuting the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership Team • regular communication with charity services to ensure compliance with the City of Sydney’s Mobile voluntary services guidelines • regular meetings to improve heat responses for people experiencing homelessness, along with 2 activations of the Cooling Hub with St Vincent’s Health • participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation and women’s housing • presenting at the Homelessness NSW conference • regular collaboration meetings with sector colleagues including Homes NSW, NSW Health, Police and specialist homelessness services	On Track
Partner and support the delivery and coordination of services to link people sleeping rough with services and support	The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and HOMES NSW continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. The HART has engaged with 7,711 people since March 2019, and 518 people have been housed since March 2017. Highlights include: •150 people assisted to exit homelessness and 100 people prevented from entering homelessness as a result of City funded programs • 284 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness • chaired the Sydney Zero Leadership team and continued integration of the By Name List into case coordination systems • continued to support 'Health Pop up hub' to improve access to healthcare for people sleeping rough • continued to attend and support Health Coordination Meetings to improve coordination and delivery of health services to people and areas of need.	On Track
Monitor trends in inner city homelessness and services		
Monitor patterns of homelessness, and services available for people sleeping rough to identify gaps and trends	296 people were counted sleeping rough across the local government area during the City’s summer street count in February 2026. This represents a 14 percent decrease when compared with February 2025. There were also 348 people occupying crisis and temporary accommodation beds. The City’s Public Space Liaison Officers provide partner services, including the Homes NSW and NSW Health, with information on the needs of people street sleeping, and the numbers of people that need support.	On Track

Work with others to improve systems to reduce homelessness											
Key Performance Indicator	Unit	2023/24	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	33	58	150	This reduction is reflective of an increase in the complexity of presentations, limited housing stock (Waterloo redevelopment) and no pathways to alternate housing (rehab, mental health beds).	Indicator Only
People prevented from becoming homeless through the City of Sydney supported brokerage program	No.	174	170	-	30	32	38	17	117		Indicator Only
Monitor trends in inner city homelessness and services											
Key Performance Indicator	Unit	2023/24	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	-	-	-	-	296	296		Indicator Only
People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No.	392	380	-	-	-	-	348	348	Available accommodation was at 96.82% capacity on the night of the street count.	Indicator Only
10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities											
Major Programs			Progress To Date								Status
Support initiatives for safe neighbourhoods											
Provide and support community capacity building initiatives in social housing neighbourhoods			The City delivered 2 Pet Day events attracting over 1,100 residents and providing free health services to over 550 companion animals. As part of EmergencyRedi Week, the City hosted a Waterloo Heatwave Preparedness event with local services attracting over 100 residents. In Glebe, the City supported a heat preparedness workshop delivered by Red Cross and coordinated by the Forest Lodge and Glebe Groups. The City partnered with Counterpoint Community Services to deliver Summer on the Green, bringing together over 500 social housing residents from Waterloo and surrounds. In addition, the City produces a bi-monthly newsletter for social housing residents providing local news and community safety information.								On Track
Collaborate with partner agencies to support social housing residents											
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties			The City works with residents, community organisations, Homes NSW and other government agencies through five Neighbourhood Advisory Boards to improve safety and amenity within social housing estates in Redfern, Waterloo, Surry Hills, Woolloomooloo and Glebe. A workshop was hosted with residents and Homes NSW to strengthen tenant participation. The City collaborated with Homes NSW and Sydney Local Health District to deliver the Redlink Health and Wellbeing Day which provided residents with access to local health resources, advice and programs. The City supports Clean Up Australia through a Community services grant to deliver monthly activities with social housing residents in Redfern and Waterloo to enhance neighbourhood health and safety. During the year the City convened monthly Social Housing Operations Meetings with Homes NSW.								On Track

Support people during urban renewal projects

Support communities to participate in social housing redevelopment projects	The City supports 3 local organisations to provide social housing residents with legal advice, community programs and culturally safe support, advice and advocacy for Aboriginal and Torres Strait Islander households impacted by relocation as part of the Waterloo South Redevelopment. The City continues to participate in the Waterloo Redevelopment Group to hear community issues, raise concerns and advise the Waterloo South project team, in addition to coordinating monthly meetings with Homes NSW to discuss the Waterloo South redevelopment, including relocations. Office AU's feasibility study to retain and repair the Waterloo high-rise towers as an alternative to demolition was released. The project was funded through the City's Innovation and ideas grant program and informed by consultation with social housing residents.	On Track
---	--	-----------------

Advocate to increase supply, mix and quality of social and affordable housing

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City consistently advocates that the renewal of the housing estates are well planned and deliver improved social housing outcomes. The City is currently engaging with the NSW Government on planning for Waterloo Estate South and made a submission to the Concept Plan.	On Track
--	--	-----------------

Advocate to increase supply, mix and quality of social and affordable housing

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	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	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published.	Indicator Only

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

Major Programs	Progress To Date	Status
----------------	------------------	--------

Encourage others to supply affordable rental and diverse housing

Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others	The NSW Department of Planning, Housing and Infrastructure released the draft region plan in December 2025. In response to the Lord Mayor's Minute from 15 December 2025 a discussion paper was reported to Council in March 2026 to seek feedback on ideas and proposed changes to the LSPS and Housing Strategy. The Discussion Paper has been publicly exhibited from April to June 2026 and will inform potential changes to the City's local housing strategy.	On Track
Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area	The City continues to support community housing providers and others to increase the supply of affordable rental and diverse housing. This year the City approved 3 grants from the Affordable and Diverse Housing Fund, including to the Metropolitan Local Aboriginal Land Council for elders housing and Property Industry Foundation. Changes to the Affordable Housing Contributions Program were approved by Council and staff continued to work with and provide advice to various organisations seeking to provide affordable and diverse housing.	On Track

Facilitate supply of affordable rental housing through planning controls

Facilitate affordable rental housing through the planning system	Council approved an amendment to the City's affordable housing provisions in its LEPs and the affordable housing program in May 2026. The amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The amendment is with the NSW Government for finalisation.	On Track
--	---	-----------------

Facilitate supply of affordable rental housing through planning controls											
Key Performance Indicator	Unit	2023/24	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	1,525	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published. Previous data for the financial year 2025/26 has been revised.	Indicator Only

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

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

Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 30 June 2026 there were: • 9,986 private residential dwellings approved (48%) or under construction (52%) in the city • 2,572 non-private residential dwellings approved (78%) or under construction (29%) in the city • 4,527 private residential dwellings lodged but not yet approved in the city • 1,417 non-private residential dwellings lodged but not yet approved in the city The total development pipeline for the city includes 18,502 total dwellings. For the June quarter (Q4) there were: • 268 private dwellings completed (1,192 for the FY) • 333 non-private dwellings completed (802 for the FY)	On Track
--	--	----------

Facilitate supply of a diverse range of housing												
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	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	0	0	0	7,470	This year 7 grants were provided by the City to support homelessness services in the Inner City area and the development of affordable and diverse housing. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community, Neami, Metropolitan Local Aboriginal Land Council, Bridge Housing Ltd and Property Industry Foundation.	Indicator Only
New dwellings approved in the City of Sydney local area	No.	893	3,385	-	260	145	254	547	1,206			Indicator Only
Private (self contained) dwellings in the City of Sydney local area. Target of 156,000 by 2036. Baseline 121,725 June 2021	No.	124,010	125,720	-	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published	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	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published	Indicator Only
Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 8.0%	%	7.69	7.59	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published.	Indicator Only
Private (self-contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 1.1%	%	1.17	1.21	-	-	-	-	-	-	Data for the financial year 2025/26 is not available at the time of publication. This data will be available when the 2026 Housing Audit is published. Previous data for the financial year 2025/26 has been revised.	Indicator Only

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

Major Programs	Progress To Date	Status
Support delivery of improved housing for Aboriginal and Torres Strait Islander communities		
Explore opportunities to support community housing providers and NSW government to deliver more culturally appropriate social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council to support development of housing for their members. Additional opportunities are being investigated.	On Track
Support Aboriginal and Torres Strait Islander housing providers to deliver self-determined housing outcomes	The funding agreement with the Metropolitan Local Aboriginal Land Council has been executed and the City continues to support the Elders Housing Project. Negotiations continue with Wyanga and Uniting to deliver a First Nations Aged Care facility at the City's Cope St public car park site.	On Track

Glossary

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

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

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

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

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

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

EVs – vehicles run on electric motors and battery packs instead of internal combustion engines.

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

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

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

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

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

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

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

LGA – local government area.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix 1: Status definitions for progress reports

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

Programs and projects:

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

Measures:

There are 3 different types of measures which have different status reporting parameters:

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

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

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

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

Attachment D

Fourth quarter supplementary reports 2025/26
--

- Community facilities – fee-waived and discounted community hire
- Grants and sponsorship
- Major legal issues
- International travel

Community facilities approved fee waiver requests – 2025/26

In a report adopted by Council on 27 June 2022, information was requested to track fee-waived and discounted community hire in 2022/23 to support the community to recover from the Covid-19 pandemic.

The fee waiver was extended by Council through 2023/24 and now extended for a further 4 years, to the end of June 2029. At the end of June 2024, it was agreed that the reporting of community fee waiver requests would change from quarterly to annually from 2025/26, to be reported in Q4.

Between 1 July 2022 and 30 June 2026, a total of 590 requests were approved for a fee waiver for community venue hire for local community groups. This includes 38,576.75 hours of use to the value of \$1,164,402.57.

In 2025/26, a total of 184 community venue fee waiver requests were approved, with a total of 12,922.95 hours of use to the value of \$430,087.72.

In addition, in support for the Jewish community following the Bondi Beach tragedy, the City waived venue hire and hard costs valued at \$13,218.50 for the Chanukah in the City event and a waiver to the value of \$15,425.00 was provided to Yabun to cover the hard costs associated with the Yabun 2026 Banner campaign.

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
1	Autistic Adults Peer Support Groups Sydney	Ultimo Community Centre	10	\$437.25
2	Ultimo Sustainability Group	Ultimo Community Centre	3	\$112.50
3	Redfern All Blacks	Redfern Oval Community Room	180	\$5,175.00
4	Chinatown Bilingual Parkinson Support Group	Ultimo Community Centre	12	\$450.00
5	Au2gether	Ultimo Community Centre	12	\$477.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
6	Back To Ultimo	Ultimo Community Centre	4	\$154.00
7	Green Square Play Group	Tote Building, Zetland	8.5	\$225.25
8	Sydney Friends of Standing Together	Harold Park Community Hall	5.5	\$306.13
9	Service for the Treatment and Rehabilitation of Torture and Trauma Survivors	Rex Centre, Potts Point	4	\$129.51
10	Counterpoint Multicultural	Alexandria Town Hall	360	\$11,790.24
11	Deadly Connections	Glebe Town Hall	10	\$513.50
12	Narcotics Anonymous	Sydney Park Pavilion	30	\$1,007.25
13	Fong Lok Chinese opera group	Ultimo Community Centre	159	\$4,684.35
14	Inner City Legal Centre	Darling Square Library	5.5	\$280.50
15	Tribal Warrior Aboriginal Corporation	Peter Forsyth Auditorium, Glebe	78	\$2,589.12
16	Kangaru	Abraham Mott Hall, Millers Point	5.5	\$541.75
17	Pymont Ultimo Network of Services & Organisations (PUNS)	Darling Square Library	2	\$105.00
18	Sydney Gatherers	180 George Street, Sydney	5	\$270.88

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
19	Ukrainian Council of NSW	Redfern Town Hall	4	\$197.00
20	Mission Australia	Booler Centre, Camperdown	156	\$4,134.00
21	Redfern Village parent clothing swap	Ron Williams Community Centre, Redfern	5	\$143.75
22	Sydney Shape Note Singers	Booler Centre, Camperdown	8	\$230.00
23	Kings Cross Community Centre Inc	Rex Centre, Potts Point	1.5	\$49.13
24	Green Square Public School P&C	Tote Building, Zetland	3	\$86.25
25	Friends of Pyrmont Community Centre	Pyrmont Community Centre	52	\$1,106.65
26	Sydney Book Club	Redfern Town Hall	5	\$270.88
27	What Were You Wearing	180 George Street, Sydney	6.5	\$287.13
28	Deadly Connections	Juanita Nielsen Community Centre, Woolloomooloo	15	\$528.00
29	PUG Mens Shed	Harold Park Community Hall	6	\$237.00
30	Kings Cross Community Centre Inc	Rex Centre, Potts Point	10	\$302.00
31	Kandake Ltd	Sydney Park Pavilion	16	\$744.25
32	Chinatown Bilingual Parkinson Support Group	Ultimo Community Centre	12	\$462.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
33	Rostrum 14	180 George Street, Sydney	94.5	\$4,506.68
34	Toastmasters	Tote Building, Zetland	5	\$143.75
35	Kings Cross Community Centre Inc	Rex Centre, Potts Point	6	\$85.00
36	Millers Point Movement Association	Abraham Mott Hall, Millers Point	84	\$2,751.00
37	Jasmines Group sound Meditation	Glebe Town Hall	35	\$2,686.00
38	Augustine Fellowship	Rex Centre, Potts Point	125	\$3,737.48
39	Kings Cross Community Centre Inc	Rex Centre, Potts Point	125	\$3,535.60
40	Baddies Create	Sydney Park Pavilion	60	\$2,932.87
41	Climate Cop out	Darlington Activity Centre/Glebe Town Hall	34	\$1,147.00
42	Kings Cross Community Centre Inc	East Sydney Community and Arts Centre	2	\$53.00
43	Friends of Darlington	Darlington Activity Centre	8	\$215.64
44	Free Tai Chi	Rex Centre, Potts Point	96	\$3,624.00
45	Code for Sydney	Darling Square Library	31.8	\$2,096.00
46	Fort Street P & C	Abraham Mott Hall, Millers Point	4	\$197.00
47	Friends of Darlington	Darlington Activity centre	45	\$1,035.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
48	The Glebe Society	Benledi House, Glebe House, Glebe	24	\$1,032.00
49	Brahma Kumaris Centre for Spiritual Learning	180 George Street, Sydney	535.5	\$16,204.00
50	Friends of Darlington	Darlington Activity Centre	23	\$647.00
51	Counterpoint Multicultural	Alexandria Town Hall	375	\$10,612.50
52	Counterpoint Multicultural	Alexandria Town Hall	325	\$10,644.00
53	Counterpoint Multicultural	Alexandria Town Hall	300	\$8,490.00
54	Knitters Guild of NSW Inner City	Cliff Noble Community Centre, Alexandria	24	\$690.00
55	Local acoustic musicians	Darlington Activity Centre	104	\$2,703.00
56	With One Voice Redfern Community Choir	Redfern Town Hall	119.25	\$4,389.06
57	Neurodivergent Craft Group	Green Square Library	16.4	\$1,078.00
58	Deadly Connections	Juanita Nielsen Community Centre, Woolloomooloo	30	\$1,056.00
59	Millers Point Movement Association	Abraham Mott Hall, Millers Point	156	\$5,673.75
60	Millers Point Movement Association	Abraham Mott Hall, Millers Point	104	\$238.50

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
61	Sydney Quiet Queers	Cliff Noble Community Centre, Alexandria	36	\$1,035.00
62	Cleftomaniacs Choir	Alexandria Town Hall	82	\$4,038.50
63	Knitters Guild of NSW Inner City	Cliff Noble Community Centre, Alexandria	52	\$690.00
64	Leichhardt Women's Community Health Centre	Booler Centre, Camperdown	172	\$4,429.00
65	Alcoholics Anonymous	Brown Street Community Hall, Newtown	90	\$3,577.80
66	Friends of Darlington	Darlington Activity Centre	104	\$2,990.00
67	Ethnic Community Services Cooperative Inc	Erskineville Town Hall	390	\$24,543.15
68	Friends of Erskineville Inc.	Erskineville Town Hall	30	\$917.12
69	Glebe House Inc	Glebe Town Hall	315	\$8,662.50
70	Ukrainian Council of NSW	Redfern Town Hall	6	\$295.50
71	Green Square Mothers group	Green Square School Community Space	2.5	\$135.44
72	Back to Ultimo	Ultimo Community Centre	4	\$154.00
73	Vipassana Meditation Centre	Joseph Sargeant Centre, Erskineville	75	\$2,156.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
74	The Social Glue of Sydney	Alexandria Town Hall	200	\$11,051.70
75	FLAG (Forest Lodge & Glebe Coordination Group)	Glebe Town Hall	15	\$424.50
76	Kyegu Buddhist Institute	Harold Park Community Hall	12	\$513.50
77	Glebe Readers	Benledi House, Glebe House, Glebe	24	\$1,075.40
78	Chinatown Bilingual Parkinson Support Group	Ultimo Community Centre	12	\$462.00
79	Gender Free Japanese	180 George Street, Sydney	3	\$162.53
80	Green Book Recovery	Rex Centre, Potts Point	120	\$4,813.38
81	City West Housing	Pymont Community Centre	6	\$162.00
82	Zetland Group Knitting	Tote Building, Zetland	27	\$715.56
83	Pymont Photography Group	Pymont Community Centre	15	\$610.50
84	Darlington Stitch society	Darlington Activity Centre	88	\$2,300.00
85	Tribal Warrior Aboriginal Corp	Peter Forsyth Auditorium, Glebe	44	\$1,146.86
86	Choir Rocks	Abraham Mott Hall, Millers Point	80	\$3,940.00
87	Knitters Guild of NSW Inner City	Cliff Noble Community Centre, Alexandria	36	\$690.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
88	The Social Glue of Sydney	Alexandria Town Hall	229	\$11,051.70
89	FLAG (Forest Lodge & Glebe Coordination Group)	Glebe Town Hall	25	\$424.50
90	Vipassana Meditation Centre	Joseph Sargeant Centre, Erskineville	75	\$2,156.50
91	Millers Point Movement Association	Abraham Mott Hall, Millers Point	156.2	\$4,814.25
92	Project K Shift	Brown Street Community Hall, Newtown	4.5	\$334.75
93	Over 55 Services	Rex Centre, Potts Point	104	\$2,980.00
94	Rainbow Families	Sydney Park Pavilion	134	\$5,959.36
95	Millers Point Movement Association	Abraham Mott Hall, Millers Point	182	\$12,850.25
96	Millers Point Movement Association	Abraham Mott Hall, Millers Point	153	\$4,716.00
97	Millers Point Movement Association	Abraham Mott Hall, Millers Point	163.8	\$6,024.06
98	Full Moon Meditation	Alexandria Town Hall	16.5	\$666.38
99	Toastmasters International	Alexandria Town Hall	57.5	\$2,607.00
100	Overeaters Anonymous Sydney	Benledi House, Glebe House, Glebe	76.5	\$3,070.38
101	Sydney Chinese Folk Art Inc	Joseph Sargeant Centre, Erskineville	208	\$5,512.00
102	Jacaranda	Ultimo Community Centre	38	\$1,463.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
103	Ultimo Sustainability Group - Clothes Swap	Ultimo Community Centre	3.5	\$123.75
104	Autistic Adults Peer Support Group	Ultimo Community Centre	18	\$524.70
105	Emerald City Kickball	East Sydney Community and Arts Centre	22.5	\$718.88
106	Women's Narcotics Anonymous	Brown Street Community Hall, Newtown	78	\$1,550.12
107	Kings Cross Community Centre Inc	Rex Centre, Potts Point	1	\$32.75
108	Kinchela Boys Home Aboriginal Corporation	Redfern Oval Community Room	1	\$143.75
109	Australian Morris Ring Association	Brown Street Community Hall, Newtown	153	\$6,081.75
110	Tribal Warrior Aboriginal Corporation	Peter Forsyth Auditorium, Glebe	36	\$1,251.12
111	Glebe Art Show Committee	Harold Park Community Hall	280	\$12,738.75
112	Chungshan Society of Australia Inc.	Ultimo Community Centre	34	\$1,309.00
113	Redfern Legal Centre	Redfern Town Hall	832	\$19,250.00
114	Glebe Society	Glebe Town Hall	2.5	\$98.75
115	Kings Cross Community Centre Inc	Rex Centre, Potts Point	60	\$1,960.20

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
116	Counterpoint Multicultural	Brown Street Community Hall, Newtown, Joynton Avenue Creative Centre, Benledi House, Glebe, Redfern Town Hall, East Sydney Community and Arts Centre	52.5	\$1,893.88
117	Radio 2RPH Co-operative Ltd	St Helens Community Centre, Glebe, Harold Park Community Hall	20	\$819.00
118	Folk Federation of NSW Inc	Darlington Activity Centre	42	\$1,207.56
119	Humanist Australia	Darling Square Library	7.5	\$337.50
120	Leichhardt Women's Community Health Centre	Booler Centre, Camperdown	168	\$4,770.00
121	The Glebe Drawing Group	Benledi House, Glebe House, Glebe	192	\$5,976.96
122	Nerds - the Gathering	East Sydney Community and Arts Centre	285	\$8,222.50
123	South Eastern Community Connect	Tote Building, Zetland	208	\$5,512.00
124	Friends of Erskineville Inc.	Erskineville Town Hall	27.5	\$1,032.00
125	Kings Cross Community Centre Inc	Rex Centre, Potts Point	2.75	\$90.07
126	Kings Cross Community Centre Inc	Rex Centre, Potts Point	2	\$65.50
127	Innari Inc	Rex Centre, Potts Point	322.5	\$10,562.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
128	Mission Australia	Booler Centre, Camperdown	265	\$7,022.50
129	Wildflower Gardens for Good	Abraham Mott Hall, Millers Point	7.5	\$245.63
130	Ultimo Senior Choir	Ultimo Community Centre	48	\$1,848.00
131	Sydney Queer Muslims	Erskineville Town Hall	19	\$935.75
132	City Of Sydney Families	Tote Building, Zetland	8.5	\$244.38
133	Surry Hills Probus Club	East Sydney Community and Arts Centre	27.5	\$728.75
134	City Of Sydney Families	Tote Building, Zetland	11.5	\$330.63
135	Weave Youth & Community Services LTD	Juanita Nielsen Community Centre, Woolloomooloo	90	\$2,857.50
136	Alcoholics Anonymous	Ron Williams Community Centre, Redfern	130	\$1,868.88
137	Free Broadcast Inc	Tote Building, Zetland	7	\$201.25
138	Build Club Australia	180 George Street, Sydney	7	\$379.24
139	Kings Cross Community Centre Inc	Rex Centre, Potts Point	2.5	\$81.88
140	Covid Conscious Sydney	Darlington Activity Centre	4	\$25.30
141	Local acoustic musicians	Darlington Activity Centre	104	\$3,032.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
142	Friends of Darlington	Darlington Activity Centre	175	\$862.56
143	Friends of Darlington	Darlington Activity Centre	100	\$2,472.50
144	Deadly Connections	Redfern Town Hall	9	\$221.38
145	Friends of Darlington	Darlington Activity Centre	8	\$226.61
146	Sydney Cohousing Inc	Booler Centre, Camperdown	11	\$316.25
147	Local acoustic musicians	Darlington Activity Centre	102	\$2,973.30
148	Counterpoint Community Services INC	Ultimo Community centre	14	\$308.00
149	Ability Beyond Boundaries	Sydney Park Pavilion	208	\$12,816.00
150	Friends of Darlington	Darlington Activity Centre	10	\$284.11
151	Backstage UTS	Green Sqaure School Community Space	10	\$492.50
152	Notable Theatre Company	Redfern Town Hall and Green Square Public School	93	\$3,522.75
153	Pymont Photography Group	Pymont Community Centre	15	\$555.00
154	Friends of Pymont Community Centre	Pymont Community Centre	11.25	\$828.15

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
155	Sydney Spanish Seniors Association Incorporated	Pymont Community Centre	132	\$2,442.00
156	Pymont Action Incorporated	Pymont Community Centre	14	\$518.00
157	Friends of Pymont Community Centre	Pymont Community Centre	50	\$675.00
158	Friends of Pymont Community Centre	Pymont Community Centre	200	\$2,700.00
159	Friends of Darlington	Darlington Activity Centre	16	\$1,012.00
160	Shapeshifters Creative	180 George Street, Sydney	3	\$196.50
161	Choir Rocks	Abraham Mott Hall, Millers Point	6	\$325.05
162	Backstage UTS	East Sydney Community and Arts Centre	57.5	\$2,222.66
163	City West Housing	Pymont Community Centre	6	\$162.00
164	City West Housing	Pymont Community Centre	10	\$270.00
165	Redfern Gay Gaming Society	Redfern Town Hall	7	\$487.57
166	The Survival Hub	Juanita Nielsen Community Centre, Woolloomooloo	40	\$1,100.00
167	Life Writing	Juanita Nielsen Community Centre, Woolloomooloo	18	\$495.00

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
168	Sydney Shape Note Singers (Sacred Harp)	Erskineville Town Hall	9	\$246.00
169	Kings Cross Community Centre Inc	Rex Centre, Potts Point	1.5	\$49.13
170	Tribal Warrior Aboriginal Corp	Redfern Town Hall	3	\$84.90
171	Sydney Street Choir	Redfern Oval Community Room	156	\$4,134.00
172	UN Youth Representative Listening Tour	180 George Street, Sydney	4	\$216.70
173	Sunburnt Arts Limited	Green Sqaure School Community Space	5	\$270.87
174	Rising Tide	180 George Street, Sydney	7.5	\$369.38
175	Kings Cross Community Centre Inc	Rex Centre, Potts Point	2.5	\$163.75
176	Hall of Stories	Cliff Noble Community Centre, Alexandria	6	\$345.00
177	Hall of Stories	Cliff Noble Community Centre, Alexandria	6	\$345.00
178	Parents for Climate	Joseph Sargeant Centre, Erskineville	8	\$345.00
179	Akihiro Takeno	Pymont Community Centre	4	\$212.00
180	Ultimo Village Voice	Ultimo Community Centre	1.5	\$79.50

Number of applications	Name of group/organisation	Venue/Space	Hours approved	Total value
181	Green Square Art Society (GSAS)	Joynton Avenue Creative Centre	24	\$744.00
182	Redfern All Blacks RLFC	Redfern Oval Community Room	20.5	\$775.75
183	Kings Cross Community Centre Inc	Rex Centre, Potts Point	6	\$393.00
184	Kings Cross Community Centre Inc	Rex Centre, Potts Point	1	\$201.50
Total			12,922.95	\$430,087.72

Grants and Sponsorships Policy – Quarter 4 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

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

This Report

In the fourth quarter of the 2025/26 financial year, the City has approved 18 grants across the Quick response, Street banner sponsorship and Venue hire support programs with a 2025/26 commitment of \$18,669 in cash and \$27,208 in value in kind support.

The tables below include details of:

- Quick response, Street banner and Venue hire support grants provided by the City in Q4 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 – Q4 Quick response grants

Organisation/Individual	Project	Cash amount	Value in kind
Beverley May Garces	Saltwater Healing: NAIDOC Week art showcase and cultural program	\$4,500	\$0
Eileen Murray	Aboriginal Deaths in Custody Prevention committee	\$5,000	\$0
Jennifer Louise Hazi	Automatic defibrillator	\$2,119	\$0
Metropolitan Local Aboriginal Land Council	April 2026 Sorry Business	\$2,050	\$0
Mission Australia	Camperdown NAIDOC community gathering – 50 Years of Deadly	\$5,000	\$0
Total Q4	5	\$18,669	\$0
Total Q3	6¹	\$22,315¹	\$0

¹ Includes a grant originally approved by the City but subsequently terminated or withdrawn by the applicant

Organisation/Individual	Project	Cash amount	Value in kind
Total Q2	5	\$23,500	\$0
Total Q1	11 ²	\$39,368 ²	\$0
Total year to date	27 ²	\$103,852 ²	\$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 for those grants approved in a previous financial year but with 2025/26 commitments.

Table 2 – Q4 Street banner sponsorship

Organisation	Project	Value in kind
Lysicrates Foundation	James Martin Walk	\$1,190
Total Q4	1	\$1,190
Total Q3	3	\$11,410
Total Q2	1	\$10,500
Total Q1	1	\$7,232
Total year to date	6	\$30,332

² Includes a grant originally approved by the City but subsequently terminated or withdrawn by the applicant

Table 3 – Q4 Venue hire support grants and sponsorship – Landmark venues

Organisation	Project	Venue	Value in kind
Indonesian Buddhist Society of NSW Inc	One day mindfulness	Barnet Long Room, Customs House	\$1,000
New South Wales Justices Association Inc	NSW Justices Association board and advisory meeting	Barnet Long Room, Customs House	\$800
Polyphony Singers Inc	Polyphony presents Late Nights on Limewire	Paddington Town Hall	\$1,581
Positive Life NSW Inc	NSW World AIDS Day 2026	Barnet Long Room, Customs House	\$935
Refugee Council of Australia Inc	Sanctuary Runners Australia launch	Barnet Long Room, Customs House	\$600
The Uniting Church in Australia Property Trust (NSW)	Art From The Heart 2026 (aka AFTH)	Paddington Town Hall	\$9,221
Total Q4	6		\$14,137
Total Q3	3³		\$38,169³
Total Q2	3		\$113,222
Total Q1	5³		\$70,614³
Total year to date	17³		\$236,141³

³ Includes value in kind funding originally approved in previous financial year but with 2025/26 commitment

Table 4 – Q4 Venue hire support grants and sponsorship – community venues

Organisation	Project	Venue	Value in kind
Auspicious Arts Projects Inc (Sound Sorcery Collective)	A festival of independent opera	Glebe Town Hall	\$3,903
Berkley Insurance Company (Narcotics Anonymous Redfern Saturday)	Living Clean in Redfern	Redfern Oval Community Room	\$1,495
New Theatre (Sydney) Inc	Community Theatre new work development	180 George Street Community Space Tote Building	\$2,513
Newtown Breakaways Inc	90's Prom	Erskineville Town Hall	\$345
Sydney Eisteddfod	Sydney eisteddfod	Glebe Town Hall	\$3,155
Sydney Musical and Opera Society Inc	An evening with Rodgers & Hammerstein rehearsal project	Green Square Library Music Room Harold Park Community Hall	\$470
Total Q4	6		\$11,881
Total Q3	8⁴		\$26,873⁵
Total Q2	16⁴		\$35,943⁵
Total Q1	2		\$8,640
Total year to date	32⁴		\$83,337⁵

⁴ Includes a grant originally approved in previous financial year but with 2025/26 commitment

⁵ Includes value in kind funding originally approved in previous financial year but with 2025/26 commitment

Major Legal Issues – Quarter 4 2025/26

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

This was 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. In 2025, the premises were vacated and keys returned to the City and an administrator was appointed to the tenant. The administrators have recommended the company be placed in liquidation, which is underway. The City has written off the debt and discontinued its cross claim and the proceedings have now been finalised.

Waterhouse and Greiner v City of Sydney Council and Transport for NSW (TfNSW) – Federal Court proceedings – Oxford St Cycleway

The conciliation in the Australian Human Rights Commission on this matter was terminated in February 2025. The applicants in the proceedings alleged age and disability discrimination by the City of Sydney (City) and TfNSW arising from the island bus stops constructed as part of the Oxford Street Cycleway. In February 2026, the applicant's claim against the City was struck out because the pleadings were deficient. On 20 March 2026, the applicants filed documents seeking leave to replead their case. Subsequently the applicants reached agreement with TfNSW and discontinued the proceedings relating to Oxford St East. The matter is next listed on 29 July 2026.

LFD Homes Pty Ltd v Council of the City of Sydney – planning appeal 58-60 and 62-64 Selwyn St, Paddington

This appeal was upheld by the Chief Judge on 4 December 2025 and remitted to the Commissioner to determine according to law. The appeal was reheard on 3 June 2026 and judgment was delivered on 17 June 2026. Commissioner O'Neill conducted an assessment of the relevant factors, finding that while the proposed development would reduce the amount of affordable housing in the area and there was insufficient comparable accommodation to meet the demand, it is not a solution to retain a boarding house that does not achieve an acceptable housing standard and is financially unviable. The Commissioner upheld the appeal and granted consent to the development on the agreed conditions. This matter is now finalised.

International travel expenditure – Quarter 4 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 (\$)
Julia Lipton, Manager Sustainable and Resilient City	Rio de Janeiro, Brazil	Carbon Neutral Cities Alliance Annual Conference	May 2026	City Life	Airfares ¹	nil
					Accommodation ¹	nil
					Incidentals	94.84
Kylie McMahon, Manager Sustainability and Resilience	Rio de Janeiro, Brazil	Carbon Neutral Cities Alliance Annual Conference	May 2026	City Life	Airfares ¹	nil
					Accommodation ¹	nil
					Incidentals	158.26
Monica Barone, Chief Executive Officer	Berlin, Germany	Creative Bureaucracy Forum	June 2026	Office of the CEO	Airfares ¹	nil
					Accommodation	551.89
					Incidentals	929.81
Sebastian Smyth, Executive Manager City Access and Transport	Rimini, Italy	Velo-City Conference	June 2026	City Access and Transport	Airfares ¹	nil
					Accommodation ¹	nil
					Incidentals ¹	nil
					Conference registration	1,602.63

¹ Costs met by conference organiser

Councillor / council officer	Destination	Purpose	Period of travel	Division	Expenditure description	Amount (\$)
Bridget Smyth, City Architect / Executive Manager City Design & Public Art	Singapore, Republic of Singapore	World Cities Summit	June 2026	City Design	Airfares ¹	nil
					Accommodation ¹	nil
					Incidentals	415.10
Bridget Smyth, City Architect / Executive Manager City Design & Public Art	Barcelona, Spain	World Congress of Architects	June 2026	City Design	Airfares ¹	nil
					Accommodation ¹	nil
					Incidentals ¹	nil
					Conference registration	472.78
Total						4,225.31

Item 4.

Investments Held as at 30 June 2026

File No: X127618

Summary

This report provides details of the City's investment portfolio and performance to 30 June 2026.

The City's total investment and cash position was \$661.5M at 30 June 2026, with investments earning interest of \$2.7M for the month.

The annual CPI annual inflation was 4.0% in the 12 months to May 2026, down from 4.2% in the 12 months to April 2026. The May 2026 CPI outcome means inflation is still above the RBA's target range of 2% to 3%.

The Reserve Bank of Australia (RBA) raised the cash rate again on 5 May 2026 from 4.10% to 4.35% in response to persistent inflationary pressures. On 16 June 2026, the RBA held the cash rate at 4.35%. Ongoing global uncertainty, including the conflict in the Middle East, continues to influence the inflation outlook and is likely to remain a key determinant in shaping the Bank's interest rate policy decisions. The RBA Board assessed that inflation is expected to remain above target for some time, with upside risks persisting, including pressures on inflation expectations.

The City's cash and investments portfolio includes restricted funds in both internal (\$278.5M) and external (\$101.6M) 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 (\$281.4M) represents working capital, and funding required for the City's operating and capital expenditure commitments.

The City has known and projected commitments beyond currently restricted amounts, including its forward capital works program. The Long Term Financial Plan (LTFP) outlines 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.

The City's investment portfolio returns are comparable to those of cash-managed funds available in the market. Market rates have risen following a lift in the official interest rates by the RBA since mid-March 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 Local Government and the Office of Local Government. These guidelines were developed, in large part, as response to the Global Financial Crisis and its impact on the local government sector's investments. They effectively limit the City's investment profile to something similar to a cash managed fund, which generally produces lower returns but provides 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 Investment 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 (BBR) 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 30 June 2026 be received and noted.

Attachments

- Attachment A.** Register of investments and cash as at 30 June 2026
- Attachment B.** Investment performance as at 30 June 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 30 June 2026 was \$661.5M, a decrease of \$6M from 31 May 2026. The net decrease for the month of June 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 June 2026 is provided at Attachment A.
4. The City achieved an annualised monthly return of 4.94% for June, which remains above the 30-Day BBR of 4.30%, the latest AusBond Monthly Bank Bill Index of 4.68% and the enhanced benchmark of 4.75% (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 4.75% continues to exceed the 12-month average 30 Day BBR of 3.79%, the latest AusBond 12 Month Average Bank Bill Index of 3.86% and the enhanced benchmark of 4.24% (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.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Risks

9. 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

10. The City's investments earned interest of \$2.7M for the month of June 2026, above the monthly budgeted earnings of \$2.5M.

Relevant legislation

11. Council is authorised to invest its surplus cash under section 625 of the Local Government Act 1993.
12. 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.
13. The City's 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.
14. The City's investments accord with the Minister's Investment Order, the Office of Local Government's Investment Policy Guidelines, and the City's Investment Policy and Strategy as adopted by Council on 17 November 2025.

Critical dates / Time frames

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

Public consultation

16. 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.
17. 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 SRI opportunities that meet the credit risk and maturity profile requirements of the City.
18. 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 \$100.0M in 20 tranches with this Green Tailored deposit.
19. 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 SRI opportunity meets both the credit risk and maturity profile requirements of the City.
20. As at June 2026, the City invested \$15M in Social Tailored Deposit in three tranches, an annually certified investment 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. This type of investment aligns with the SRI principles set out in the City's Investment Policy.
21. 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 30 June 2026

Register of Investments and Cash for June 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-	57,120,513.62	57,120,513.62	0.36%	4.35%	4.35%	1-Jul-26	30-Jun-26	0
Commonwealth Bank	AA-	894,907.80	894,907.80	0.35%	4.25%	4.25%	1-Jul-26	30-Jun-26	0
Total		58,015,421.42	58,015,421.42	0.36%	4.35%	4.35%			
Term Deposits (TD)									
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%	4.15%	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
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
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.40%	4.79%	4.79%	19-Jan-27	3-Feb-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
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.86%	4.86%	5-Feb-27	9-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.93%	4.93%	12-Feb-27	18-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.89%	4.89%	16-Feb-27	16-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	19-Feb-27	17-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	2-Mar-27	19-Feb-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	5-Mar-27	20-Feb-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.86%	4.86%	9-Mar-27	24-Feb-26	12
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.41%	4.91%	4.91%	12-Mar-27	25-Feb-26	12
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	16-Mar-27	27-Feb-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.41%	4.92%	4.92%	19-Mar-27	2-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	23-Mar-27	3-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	6-Apr-27	3-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	9-Apr-27	4-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.23%	5.23%	13-Apr-27	13-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.24%	5.24%	16-Apr-27	17-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.50%	5.50%	20-Apr-27	7-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.49%	5.49%	23-Apr-27	10-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.49%	5.49%	27-Apr-27	14-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.50%	5.50%	30-Apr-27	17-Apr-26	12
Bendigo & Adelaide Bank	A-	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	4-May-27	12-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.52%	5.52%	25-May-27	14-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.46%	5.46%	1-Jun-27	27-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.46%	5.46%	4-Jun-27	27-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.40%	5.40%	8-Jun-27	29-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.40%	5.40%	11-Jun-27	29-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.43%	5.43%	15-Jun-27	2-Jun-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	18-Jun-27	3-Jun-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.47%	5.47%	22-Jun-27	9-Jun-26	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.26%	5.26%	2-Jul-27	29-Jun-26	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.26%	5.26%	6-Jul-27	29-Jun-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	4-Feb-28	12-Feb-26	24
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	8-Feb-28	12-Feb-26	24
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	11-Feb-31	13-Feb-26	60
Term Deposits (TD) 'Social Tailored Deposits'									
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.45%	5.42%	5.42%	7-May-27	8-May-26	12
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	11-May-27	12-May-26	12
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.46%	5.48%	5.48%	18-May-27	13-May-26	12
Term Deposits (TD) 'Green Tailored Deposits'									
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 73 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.18%	4.71%	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	0.43%	5.18%	4.73%	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	0.43%	5.18%	4.73%	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	0.43%	5.20%	4.77%	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	0.43%	5.20%	4.77%	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	0.43%	5.20%	4.77%	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	0.43%	5.16%	4.77%	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	0.43%	5.19%	4.81%	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	0.43%	5.19%	4.81%	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	0.43%	5.22%	4.75%	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	0.43%	5.22%	4.75%	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	0.43%	5.22%	4.75%	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	0.43%	5.18%	4.80%	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	0.43%	5.20%	4.83%	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	0.43%	5.15%	4.81%	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	0.43%	5.16%	4.80%	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	0.43%	5.16%	4.81%	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	0.43%	5.10%	4.72%	2-Apr-27	3-Apr-24	36
Total		440,000,000.00	440,000,000.00	0.40%	4.85%	4.77%			

Register of Investments and Cash for June 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)
Floating Rate Notes (FRN)									
Macquarie Bank (3 months BBSW + 85 points)	A+	4,000,000.00	4,000,000.00	0.44%	5.34%	4.70%	14-Sep-26	14-Sep-23	36
Suncorp Bank (90 days BBSW + 48 points)	AA-	3,750,000.00	3,750,000.00	0.41%	4.97%	4.33%	15-Sep-26	15-Sep-21	60
Bank of Queensland (90 days BBSW + 80 points)	A-	3,000,000.00	3,000,000.00	0.43%	5.18%	4.65%	27-Oct-26	27-Oct-21	60
Commonwealth Bank (3 month BBSW + 70 points)	AA-	3,250,000.00	3,250,000.00	0.42%	5.03%	4.53%	14-Jan-27	14-Jan-22	60
Westpac Banking Corporation (90 days BBSW + 70 points)	AA-	3,900,000.00	3,900,000.00	0.42%	5.08%	4.56%	25-Jan-27	18-Jan-22	60
Suncorp Bank (90 days BBSW + 78 points)	AA-	4,500,000.00	4,500,000.00	0.43%	5.16%	4.64%	25-Jan-27	17-Jan-22	60
Great Southern Bank (3months BBSW + 165 points)	BBB+	2,500,000.00	2,500,000.00	0.51%	6.07%	5.52%	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	0.45%	5.42%	4.86%	10-Feb-27	3-Feb-22	60
National Australia Bank (90 days BBSW + 72 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.15%	4.57%	25-Feb-27	25-Feb-22	60
ING Bank- (3 months BBSW + 95 points)	A+	1,500,000.00	1,500,000.00	0.45%	5.42%	4.82%	22-Mar-27	22-Mar-24	36
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.41%	4.83%	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	0.45%	5.43%	4.86%	14-May-27	14-May-24	36
Westpac Banking Corporation (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.50%	4.90%	20-May-27	20-May-22	60
Suncorp Bank (3 months BBSW + 110 points)	AA-	3,750,000.00	3,750,000.00	0.46%	5.53%	4.95%	24-May-27	24-Nov-23	42
National Australia Bank (3 months BBSW + 73 points)	AA-	4,000,000.00	4,000,000.00	0.42%	5.06%	4.54%	18-Oct-27	18-Oct-24	36
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.45%	5.39%	4.88%	1-Nov-27	1-Nov-24	36
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.57%	5.07%	4-Nov-27	4-Nov-22	60
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.47%	5.65%	5.10%	11-Nov-27	11-Nov-22	60
National Australia Bank (90 days BBSW + 120 points)	AA-	4,200,000.00	4,200,000.00	0.47%	5.63%	5.05%	25-Nov-27	25-Nov-22	60
Suncorp Bank (3months BBSW + 125points)	AA-	2,700,000.00	2,700,000.00	0.48%	5.74%	5.11%	14-Dec-27	14-Dec-22	60
ANZ Bank (90 days BBSW + 106 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.52%	4.95%	31-Mar-28	31-Mar-23	60
National Australia Bank (3 months BBSW + 78 points)	AA-	2,500,000.00	2,500,000.00	0.43%	5.11%	4.61%	14-Apr-28	14-May-25	35
Suncorp Bank (3 months BBSW + 105 points)	AA-	3,000,000.00	3,000,000.00	0.45%	5.37%	4.90%	12-Jul-28	12-Jul-23	60
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.45%	5.40%	4.81%	17-Aug-28	17-Aug-23	60
ANZ Bank (90 days BBSW + 93 points)	AA-	3,500,000.00	3,500,000.00	0.45%	5.38%	4.77%	11-Sep-28	11-Sep-23	60
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A+	1,500,000.00	1,500,000.00	0.44%	5.32%	4.81%	24-Oct-28	24-Oct-24	48
Great Southern Bank (3months BBSW + 99 points)	BBB+	4,200,000.00	4,200,000.00	0.45%	5.34%	4.87%	3-Nov-28	3-Nov-25	36
National Australia Bank (3 months BBSW + 103 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.48%	4.89%	16-Nov-28	16-Nov-23	60
Bank of Queensland (90 days BBSW + 77 points)	A-	4,000,000.00	4,000,000.00	0.44%	5.22%	4.74%	20-Nov-28	20-Nov-25	36
Bank Australia (3months BBSW + 103 points)	BBB+	4,000,000.00	4,000,000.00	0.46%	5.46%	5.01%	27-Nov-28	27-Nov-25	36
Westpac Banking Corporation (3 months BBSW + 100 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.32%	4.84%	15-Jan-29	15-Jan-24	60
ANZ Bank (90 days BBSW + 96 points)	AA-	3,500,000.00	3,500,000.00	0.45%	5.37%	4.83%	5-Feb-29	5-Feb-24	60
National Australia Bank (3 months BBSW + 90 points)	AA-	3,500,000.00	3,500,000.00	0.45%	5.37%	4.77%	22-Mar-29	22-Mar-24	60
ANZ Bank (90 days BBSW + 86 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.32%	4.73%	18-Jun-29	18-Jun-24	60
ING Bank (90 days BBSW + 102 points)	A+	4,500,000.00	4,500,000.00	0.46%	5.47%	4.87%	20-Aug-29	20-Aug-24	60
Suncorp Bank (3 months BBSW + 92 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.38%	4.80%	27-Sep-29	27-Sep-24	60
National Australia Bank (3 months BBSW + 82 points)	AA-	2,750,000.00	2,750,000.00	0.44%	5.25%	4.68%	14-Nov-29	14-Nov-24	60
Commonwealth Bank (3 month BBSW + 84 points)	AA-	2,000,000.00	2,000,000.00	0.43%	5.15%	4.69%	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	0.47%	5.59%	5.06%	21-Jan-30	21-Jan-25	60
National Australia Bank (3 months BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.29%	4.70%	18-Mar-30	18-Mar-25	60
Suncorp Bank (3 months BBSW + 93 points)	AA-	1,800,000.00	1,800,000.00	0.45%	5.34%	4.78%	21-May-30	21-May-25	60
ING Bank- (3 months BBSW + 95 points)	A+	3,200,000.00	3,200,000.00	0.45%	5.44%	4.80%	13-Jun-30	13-Jun-25	60
Westpac Banking Corporation (90 days BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.31%	4.72%	19-Jun-30	19-Jun-25	60
Suncorp Bank (3 months BBSW + 80 points)	AA-	3,200,000.00	3,200,000.00	0.44%	5.27%	4.72%	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	0.43%	5.16%	4.88%	23-Jan-31	23-Jan-26	60
Westpac Banking Corporation (90 days BBSW + 68 points)	AA-	2,500,000.00	2,500,000.00	0.43%	5.12%	4.83%	12-Feb-31	12-Feb-26	60
Suncorp Bank (3 months BBSW + 74 points)	AA-	2,800,000.00	2,800,000.00	0.43%	5.21%	5.21%	17-Jun-31	17-Jun-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	0.50%	5.98%	5.47%	22-Feb-27	22-Feb-23	48
Total		163,450,000.00	163,450,000.00	0.45%	5.38%	4.84%			
Total Investments		661,465,421.42	661,465,421.42	0.41%	4.94%	4.75%			
Benchmark: 30 Day Bank Bill Index				0.36%	4.30%	3.79%			
Benchmark: Bloomberg AusBond Bank Bill Index				0.39%	4.68%	3.86%			
TOTAL INVESTMENTS & CASH		661,465,421.42	661,465,421.42						
Note:									
Total Investments & cash- as per investment report		661,465,421.42							
IGS Sinking Fund Balance - as at June 2026		3,275,747.36							
Net reconciling amount - closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		76,195.18							
Total Investments & cash - as per general ledger balance		664,817,363.96							

Summary of Net Investment Movements - June 2026

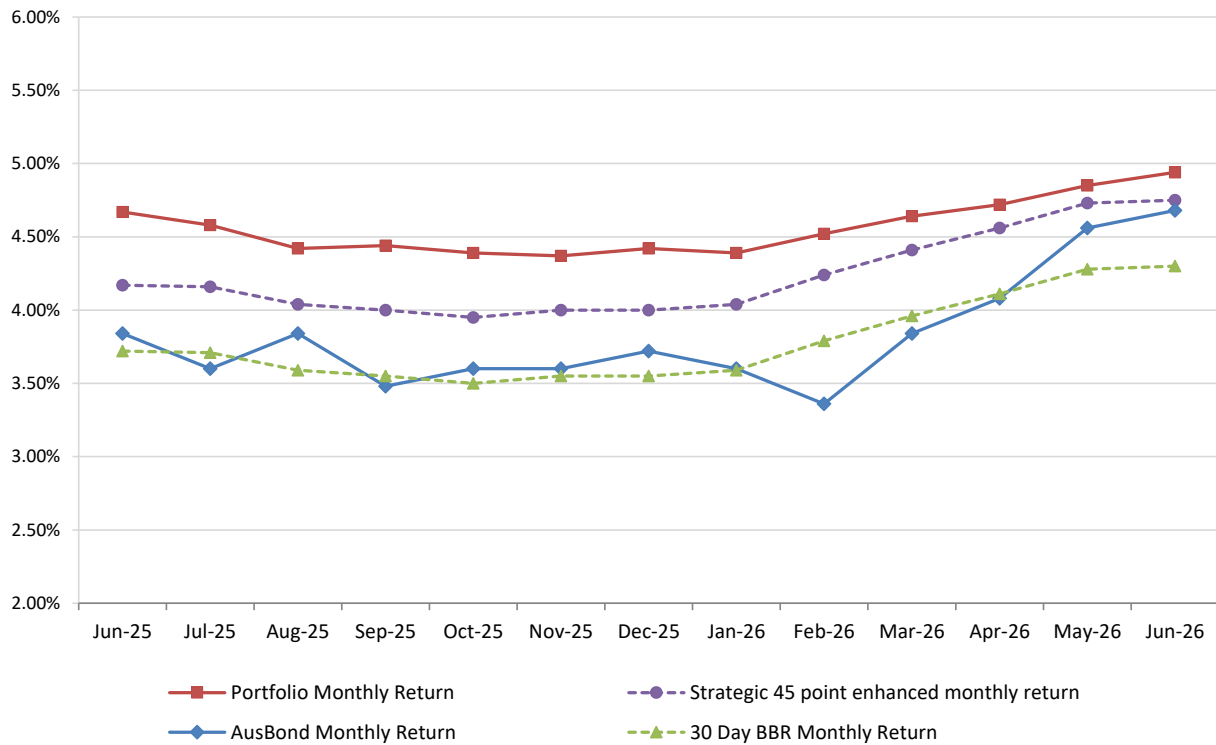
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Westpac Banking Corporation - General Fund Account	AA-	11,100,000	Funds from CBA Call account transferred to Westpac General Funds which were further utilised for operational use
<u>Term Deposits (TDs)</u>			
ING Bank	A+	(5,000,000) }	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Westpac Banking Corporation	AA-	(30,000,000) }	
National Australia Bank	AA-	5,000,000 }	Redeemed matured investments and any additional income received, placed in higher yielding term deposits.
Rabobank Australia	A+	15,000,000 }	
<u>Floating Rate Notes (FRNs)</u>			
Bendigo & Adelaide Bank	A-	(5,000,000)	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Suncorp Bank	AA-	2,800,000	Redeemed matured investment placed in higher yielding term investment

Attachment B

**Investment performance
as at 30 June 2026**

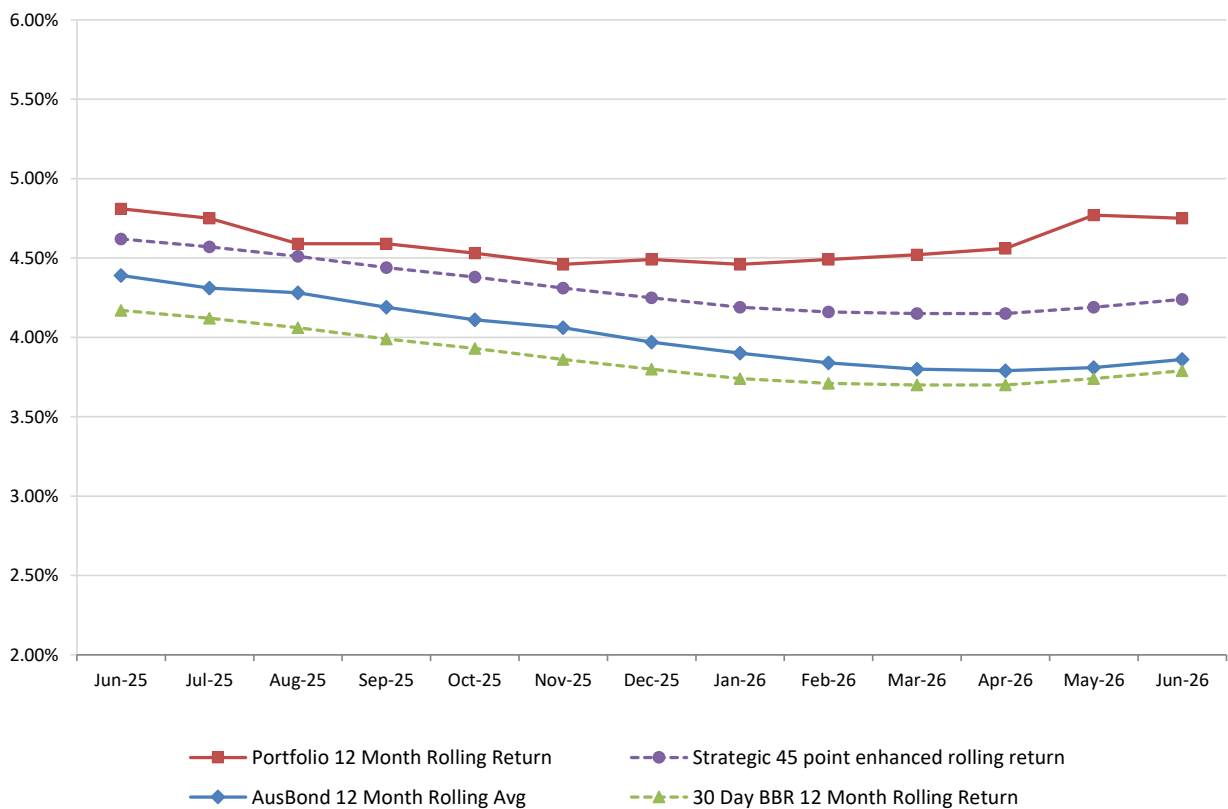
Monthly Results

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

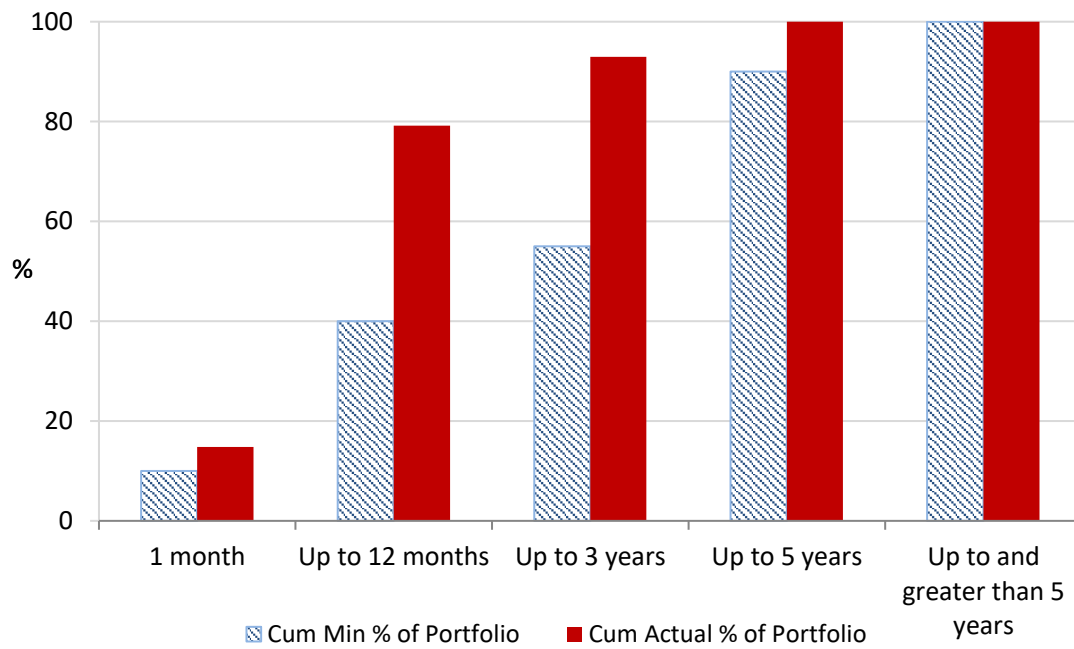


12 Month Rolling Averages

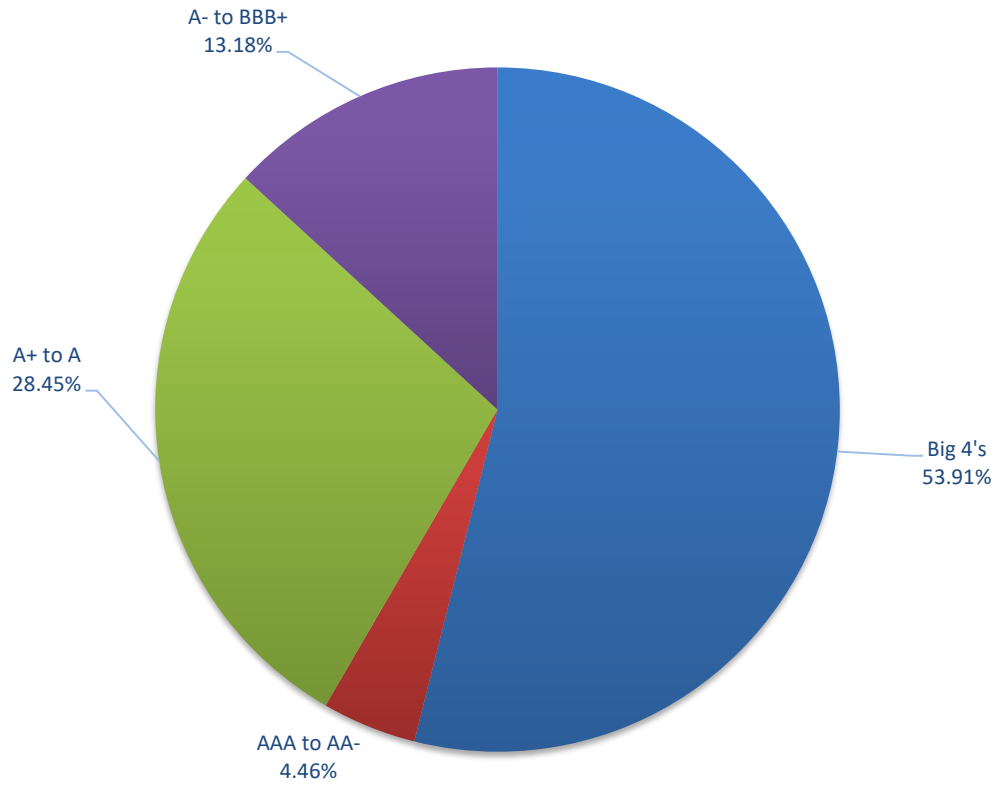
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark
June 2026



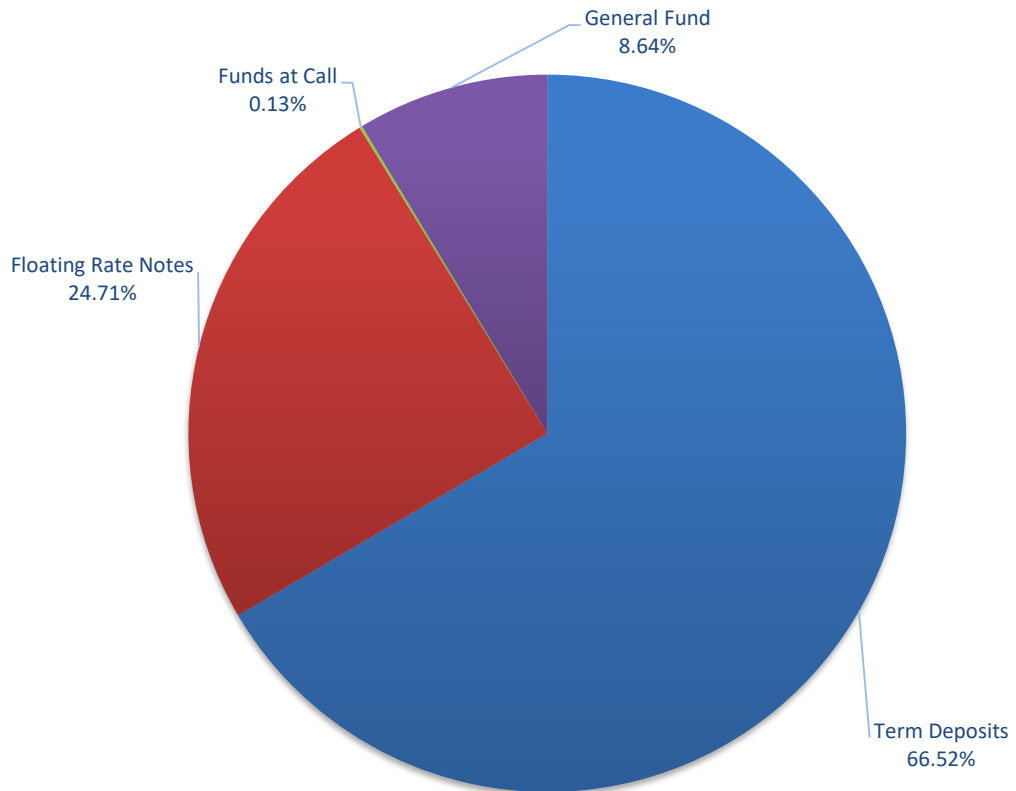
Portfolio Liquidity - Minimum Allocations as at 30 June 2026



Risk Profile as at 30 June 2026



Risk Profile as at 30 June 2026



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION

as at 30 June 2026

Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank's	ANZ Bank	23.0	3.5	
	Commonwealth Bank	14.1	2.1	
	National Australia Bank	124.0	18.7	
	Westpac Banking Corporation	195.5	29.6	
Big 4 Total		356.6		53.9
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	8.5	1.3	
	Bank of Queensland	12.0	1.8	
	Bendigo & Adelaide Bank	8.5	1.3	
	Great Southern Bank (formerly Credit Union Australia)	49.1	7.4	
	ING Bank	84.2	12.7	
	Suncorp Bank	29.5	4.5	
	Macquarie Bank Ltd	4.0	0.6	
	Rabobank Australia	100.0	15.1	
	Newcastle Greater Mutual Group Ltd	9.1	1.4	
Other ADI Total		304.9		46.1
Grand Total		661.5	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 July 2026

File No: X127618

Summary

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

The City's total investment and cash position was \$607.1M at 31 July 2026, with investments earning interest of \$2.7M for the month.

The annual CPI inflation rate was 3.8% in the 12 months to June 2026, easing down from 4.0% in the 12 months to May 2026. The June 2026 CPI outcome means inflation is still above the RBA's target range of 2% to 3%.

The Reserve Bank of Australia (RBA) raised the cash rate again on 5 May 2026 from 4.10% to 4.35% in response to persistent inflationary pressures. On 16 June 2026, the RBA held the cash rate at 4.35%. Ongoing global uncertainty, including the conflict in the Middle East, continues to influence the inflation outlook and is likely to remain a key determinant in shaping the Bank's interest rate policy decisions. The RBA Board assessed that inflation is expected to remain above target for some time, with upside risks persisting, including pressures on inflation expectations.

The City's cash and investments portfolio includes restricted funds in both internal (\$278.5M) and external (\$101.6M) 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 (\$227.0M) represents working capital, and funding required for the City's operating and capital expenditure commitments.

The City has known and projected commitments beyond currently restricted amounts, including its forward capital works program. The Long Term Financial Plan (LTFP) outlines 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.

The City's investment portfolio returns are comparable to those of cash-managed funds available in the market. Market rates have risen following a lift in the official interest rates by the RBA since mid-March 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 Local Government and the Office of Local Government. These guidelines were developed, in large part, as response to the Global Financial Crisis and its impact on the local government sector's investments. They effectively limit the City's investment profile to something similar to a cash managed fund, which generally produces lower returns but provides 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 Investment 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 (BBR) 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 July 2026 be received and noted.

Attachments

Attachment A. Register of investments and cash as at 31 July 2026

Attachment B. Investment performance as at 31 July 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 July 2026 was \$607.1M, a decrease of \$54.4M from 30 June 2026. The net decrease for the month of July 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 July 2026 is provided at Attachment A.
4. The City achieved an annualised monthly return of 5.00% for July, which remains above the 30-Day BBR of 4.32%, the latest AusBond Monthly Bank Bill Index of 4.56% and the enhanced benchmark of 4.77% (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 4.82% continues to exceed the 12-month average 30 Day BBR of 3.84%, the latest AusBond 12 Month Average Bank Bill Index of 3.94% and the enhanced benchmark of 4.29% (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.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Risks

9. 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

10. The City's investments earned interest of \$2.7M for the month of July 2026, above the monthly budgeted earnings of \$2.5M.

Relevant legislation

11. Council is authorised to invest its surplus cash under section 625 of the Local Government Act 1993.
12. 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.
13. 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.
14. 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

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

Public consultation

16. 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.

17. 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 SRI opportunities that meet the credit risk and maturity profile requirements of the City.
18. 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 \$85M in seventeen tranches with this Green Tailored deposit.
19. 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 SRI opportunity meets both the credit risk and maturity profile requirements of the City.
20. As at July 2026, the City invested \$20M in Social Tailored Deposit in four tranches, an annually certified investment 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. This type of investment aligns with the SRI principles set out in the City's Investment Policy.
21. 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 July 2026

Register of Investments and Cash for July 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-	32,753,585.47	32,753,585.47	0.36%	4.35%	4.35%	1-Aug-26	31-Jul-26	0
Commonwealth Bank	AA-	898,070.62	898,070.62	0.35%	4.25%	4.25%	1-Aug-26	31-Jul-26	0
Total		33,651,656.09	33,651,656.09	0.36%	4.35%	4.35%			
Term Deposits (TD)									
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
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
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.40%	4.79%	4.79%	19-Jan-27	3-Feb-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
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.86%	4.86%	5-Feb-27	9-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.93%	4.93%	12-Feb-27	18-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.89%	4.89%	16-Feb-27	16-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	19-Feb-27	17-Feb-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	2-Mar-27	19-Feb-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	5-Mar-27	20-Feb-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.41%	4.86%	4.86%	9-Mar-27	24-Feb-26	12
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.41%	4.91%	4.91%	12-Mar-27	25-Feb-26	12
Bank of Queensland	A-	5,000,000.00	5,000,000.00	0.41%	4.90%	4.90%	16-Mar-27	27-Feb-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.41%	4.92%	4.92%	19-Mar-27	2-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	23-Mar-27	3-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	6-Apr-27	3-Mar-26	13
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.42%	5.00%	5.00%	9-Apr-27	4-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.23%	5.23%	13-Apr-27	13-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.44%	5.24%	5.24%	16-Apr-27	17-Mar-26	13
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.50%	5.50%	20-Apr-27	7-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.49%	5.49%	23-Apr-27	10-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.49%	5.49%	27-Apr-27	14-Apr-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.46%	5.50%	5.50%	30-Apr-27	17-Apr-26	12
Bendigo & Adelaide Bank	A	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	4-May-27	12-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.52%	5.52%	25-May-27	14-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.46%	5.46%	1-Jun-27	27-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.46%	5.46%	4-Jun-27	27-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.40%	5.40%	8-Jun-27	29-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.40%	5.40%	11-Jun-27	29-May-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.43%	5.43%	15-Jun-27	2-Jun-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	18-Jun-27	3-Jun-26	12
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.46%	5.47%	5.47%	22-Jun-27	9-Jun-26	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.26%	5.26%	2-Jul-27	29-Jun-26	12
National Australia Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.26%	5.26%	6-Jul-27	29-Jun-26	12
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.44%	5.30%	5.30%	9-Jul-27	6-Jul-26	12
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	4-Feb-28	12-Feb-26	24
ING Bank	A+	5,000,000.00	5,000,000.00	0.41%	4.95%	4.95%	8-Feb-28	12-Feb-26	24
Rabobank Australia	A+	5,000,000.00	5,000,000.00	0.44%	5.25%	5.25%	11-Feb-31	13-Feb-26	60
Term Deposits (TD) 'Social Tailored Deposits'									
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.45%	5.42%	5.42%	7-May-27	8-May-26	12
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	11-May-27	12-May-26	12
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.46%	5.48%	5.48%	18-May-27	13-May-26	12
Westpac Banking Corporation - Social Tailored Deposit	AA-	5,000,000.00	5,000,000.00	0.44%	5.30%	5.30%	13-Jul-27	17-Jul-26	12
Term Deposits (TD) 'Green Tailored Deposits'									
Westpac Banking Corporation - Green Tailored Deposit - (90 days BBSW + 75 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.20%	4.81%	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	0.43%	5.20%	4.81%	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	0.43%	5.20%	4.81%	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	0.43%	5.16%	4.81%	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	0.43%	5.19%	4.85%	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	0.43%	5.19%	4.85%	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	0.43%	5.22%	4.79%	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	0.43%	5.22%	4.79%	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	0.43%	5.22%	4.79%	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	0.43%	5.18%	4.84%	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	0.43%	5.20%	4.86%	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	0.43%	5.15%	4.85%	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	0.43%	5.16%	4.84%	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	0.43%	5.16%	4.84%	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	0.44%	5.24%	4.82%	2-Apr-27	3-Apr-24	36
Total		410,000,000.00	410,000,000.00	0.41%	4.89%	4.83%			

Register of Investments and Cash for July 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)
Floating Rate Notes (FRN)									
Macquarie Bank (3 months BBSW + 85 points)	A+	4,000,000.00	4,000,000.00	0.44%	5.34%	4.76%	14-Sep-26	14-Sep-23	36
Suncorp Bank (90 days BBSW + 48 points)	AA-	3,750,000.00	3,750,000.00	0.41%	4.97%	4.39%	15-Sep-26	15-Sep-21	60
Bank of Queensland (90 days BBSW + 80 points)	A-	3,000,000.00	3,000,000.00	0.45%	5.34%	4.72%	27-Oct-26	27-Oct-21	60
Commonwealth Bank (3 month BBSW + 70 points)	AA-	3,250,000.00	3,250,000.00	0.43%	5.17%	4.59%	14-Jan-27	14-Jan-22	60
Westpac Banking Corporation (90 days BBSW + 70 points)	AA-	3,900,000.00	3,900,000.00	0.44%	5.24%	4.62%	25-Jan-27	18-Jan-22	60
Suncorp Bank (90 days BBSW + 78 points)	AA-	4,500,000.00	4,500,000.00	0.44%	5.32%	4.70%	25-Jan-27	17-Jan-22	60
Great Southern Bank (3months BBSW + 165 points)	BBB+	2,500,000.00	2,500,000.00	0.51%	6.07%	5.57%	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	0.45%	5.42%	4.91%	10-Feb-27	3-Feb-22	60
National Australia Bank (90 days BBSW + 72 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.15%	4.63%	25-Feb-27	25-Feb-22	60
ING Bank- (3 months BBSW + 95 points)	A+	1,500,000.00	1,500,000.00	0.45%	5.42%	4.89%	22-Mar-27	22-Mar-24	36
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.41%	4.88%	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	0.45%	5.43%	4.92%	14-May-27	14-May-24	36
Westpac Banking Corporation (90 days BBSW + 105 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.50%	4.96%	20-May-27	20-May-22	60
Suncorp Bank (3 months BBSW + 110 points)	AA-	3,750,000.00	3,750,000.00	0.46%	5.53%	5.01%	24-May-27	24-Nov-23	42
National Australia Bank (3 months BBSW + 73 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.21%	4.61%	18-Oct-27	18-Oct-24	36
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.45%	5.39%	4.92%	1-Nov-27	1-Nov-24	36
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.57%	5.11%	4-Nov-27	4-Nov-22	60
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.47%	5.65%	5.15%	11-Nov-27	11-Nov-22	60
National Australia Bank (90 days BBSW + 120 points)	AA-	4,200,000.00	4,200,000.00	0.47%	5.63%	5.11%	25-Nov-27	25-Nov-22	60
Suncorp Bank (3months BBSW + 125points)	AA-	2,700,000.00	2,700,000.00	0.48%	5.74%	5.17%	14-Dec-27	14-Dec-22	60
ANZ Bank (90 days BBSW + 106 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.52%	5.02%	31-Mar-28	31-Mar-23	60
National Australia Bank (3 months BBSW + 78 points)	AA-	2,500,000.00	2,500,000.00	0.44%	5.25%	4.67%	14-Apr-28	14-May-25	35
Suncorp Bank (3 months BBSW + 105 points)	AA-	3,000,000.00	3,000,000.00	0.46%	5.51%	4.96%	12-Jul-28	12-Jul-23	60
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.45%	5.40%	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	0.45%	5.38%	4.83%	11-Sep-28	11-Sep-23	60
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A-	1,500,000.00	1,500,000.00	0.46%	5.51%	4.88%	24-Oct-28	24-Oct-24	48
Great Southern Bank (3months BBSW + 93 points)	BBB+	4,200,000.00	4,200,000.00	0.45%	5.34%	4.92%	3-Nov-28	3-Nov-25	36
National Australia Bank (3 months BBSW + 103 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.48%	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	0.44%	5.22%	4.79%	20-Nov-28	20-Nov-25	36
Bank Australia (3months BBSW + 103 points)	BBB+	4,000,000.00	4,000,000.00	0.46%	5.46%	5.06%	27-Nov-28	27-Nov-25	36
Westpac Banking Corporation (3 months BBSW + 100 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.47%	4.90%	15-Jan-29	15-Jan-24	60
ANZ Bank (90 days BBSW + 96 points)	AA-	3,500,000.00	3,500,000.00	0.45%	5.37%	4.88%	5-Feb-29	5-Feb-24	60
National Australia Bank (3 months BBSW + 90 points)	AA-	3,500,000.00	3,500,000.00	0.45%	5.37%	4.84%	22-Mar-29	22-Mar-24	60
ANZ Bank (90 days BBSW + 86 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.32%	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	0.46%	5.47%	4.93%	20-Aug-29	20-Aug-24	60
Suncorp Bank (3 months BBSW + 92 points)	AA-	4,000,000.00	4,000,000.00	0.45%	5.38%	4.87%	27-Sep-29	27-Sep-24	60
National Australia Bank (3 months BBSW + 82 points)	AA-	2,750,000.00	2,750,000.00	0.44%	5.25%	4.74%	14-Nov-29	14-Nov-24	60
Commonwealth Bank (3 month BBSW + 84 points)	BBB+	2,000,000.00	2,000,000.00	0.44%	5.29%	4.75%	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	0.48%	5.72%	5.12%	21-Jan-30	21-Jan-25	60
National Australia Bank (3 months BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.29%	4.76%	18-Mar-30	18-Mar-25	60
Suncorp Bank (3 months BBSW + 93 points)	AA-	1,800,000.00	1,800,000.00	0.45%	5.34%	4.84%	21-May-30	21-May-25	60
ING Bank- (3 months BBSW + 95 points)	A+	3,200,000.00	3,200,000.00	0.45%	5.44%	4.87%	13-Jun-30	13-Jun-25	60
Westpac Banking Corporation (90 days BBSW + 83 points)	AA-	4,000,000.00	4,000,000.00	0.44%	5.31%	4.78%	19-Jun-30	19-Jun-25	60
Suncorp Bank (3 months BBSW + 80 points)	AA-	3,200,000.00	3,200,000.00	0.44%	5.27%	4.79%	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	0.44%	5.34%	4.95%	23-Jan-31	23-Jan-26	60
Westpac Banking Corporation (90 days BBSW + 68 points)	AA-	2,500,000.00	2,500,000.00	0.43%	5.12%	4.88%	12-Feb-31	12-Feb-26	60
Suncorp Bank (3 months BBSW + 74 points)	AA-	2,800,000.00	2,800,000.00	0.43%	5.21%	5.21%	17-Jun-31	17-Jun-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	0.50%	5.98%	5.59%	22-Feb-27	22-Feb-23	48
Total		163,450,000.00	163,450,000.00	0.45%	5.41%	4.90%			
Total Investments		607,101,656.09	607,101,656.09	0.42%	5.00%	4.82%			
Benchmark: 30 Day Bank Bill Index				0.36%	4.32%	3.84%			
Benchmark: Bloomberg AusBond Bank Bill Index				0.38%	4.56%	3.94%			
TOTAL INVESTMENTS & CASH		607,101,656.09	607,101,656.09						
Note:									
Total Investments & cash- as per investment report		607,101,656.09							
IGS Sinking Fund Balance - as at July 2026		3,288,127.88							
Net reconciling amount - closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		-4,300,883.60							
Total Investments & cash - as per general ledger balance		606,088,900.37							

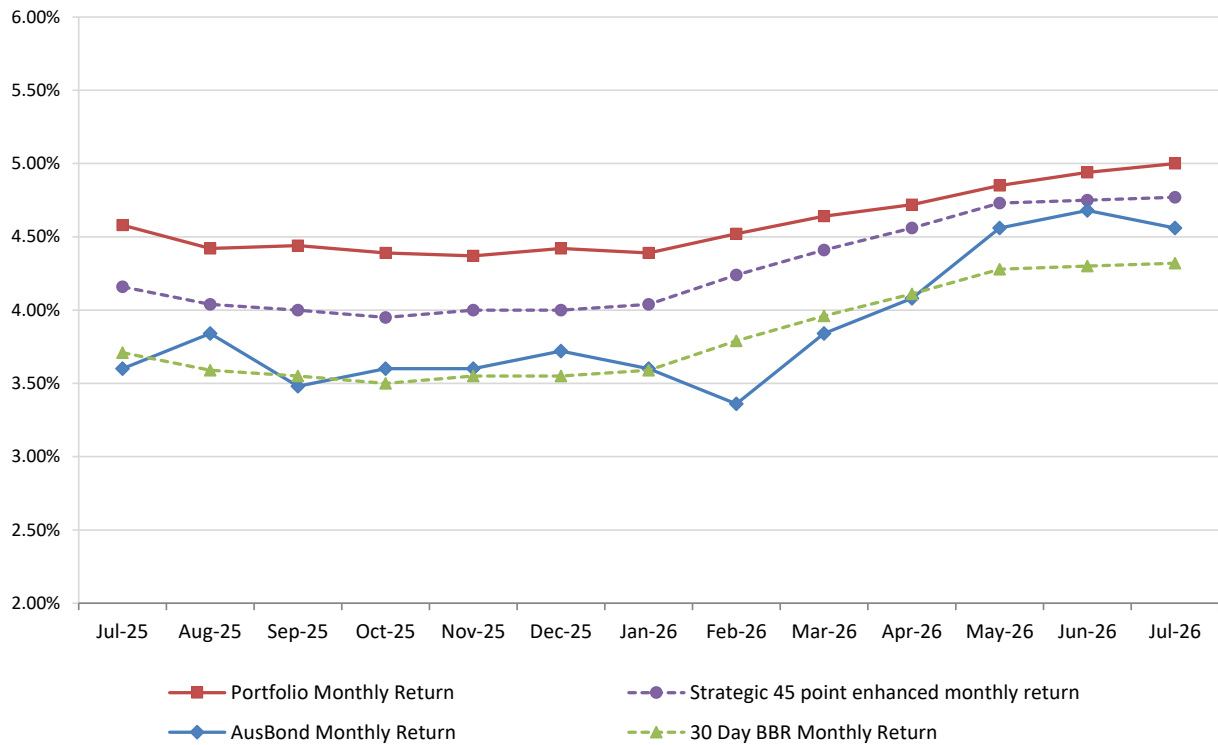
Summary of Net Investment Movements - July 2026			
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Westpac Banking Corporation - General Fund Account	AA-	(24,300,000)	Funds from Westpac General Funds utilised for operational use for higher payment runs for year end, and for investment in higher yielding term deposits.
<u>Term Deposits (TDs)</u>			
National Australia Bank	AA-	(25,000,000)	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Westpac Banking Corporation	AA-	(10,000,000)	
Great Southern Bank	BBB+	5,000,000	Redeemed matured investments placed in higher yielding term deposits.

Attachment B

**Investment performance
as at 31 July 2026**

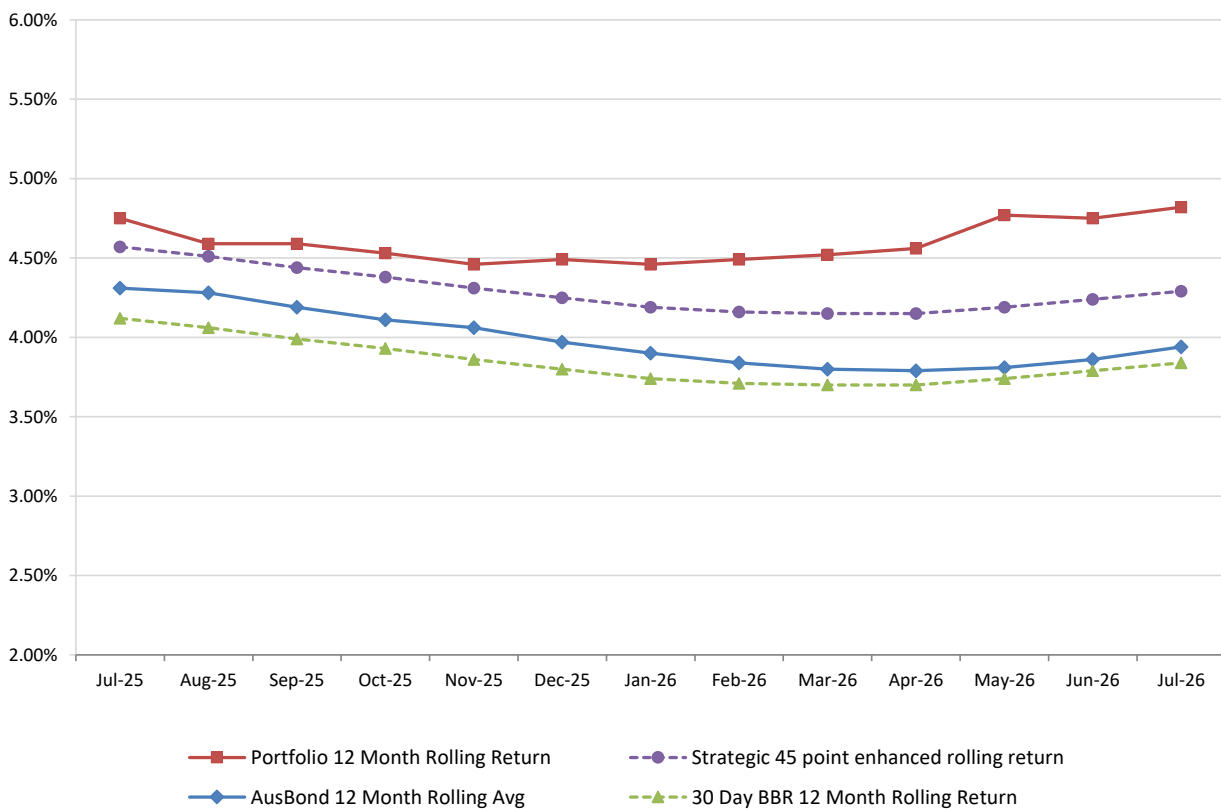
Monthly Results

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

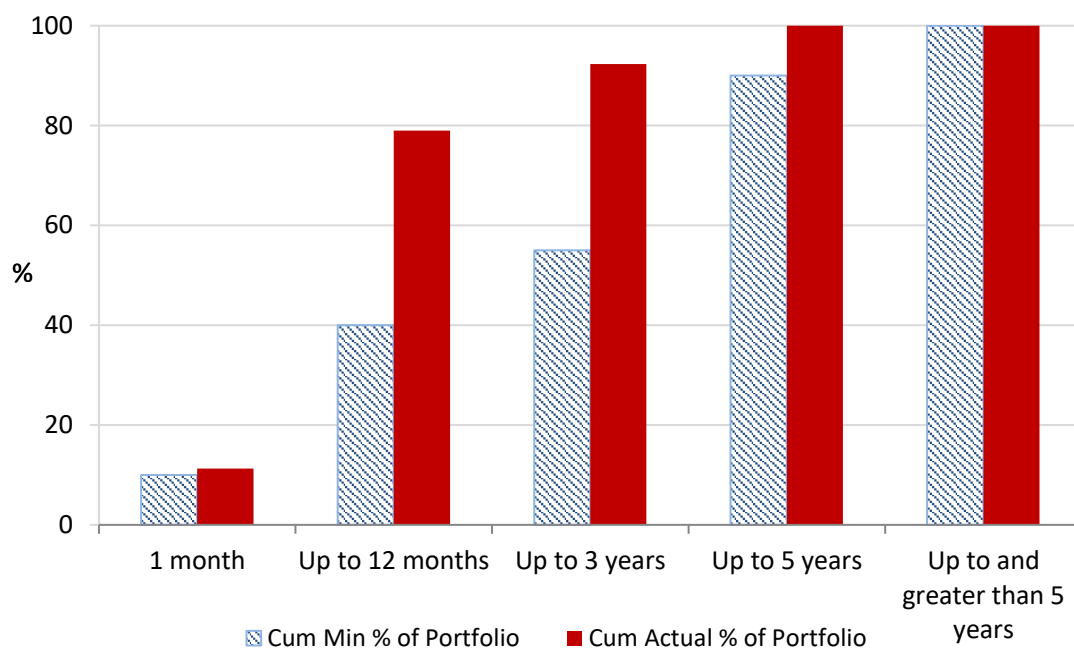


12 Month Rolling Averages

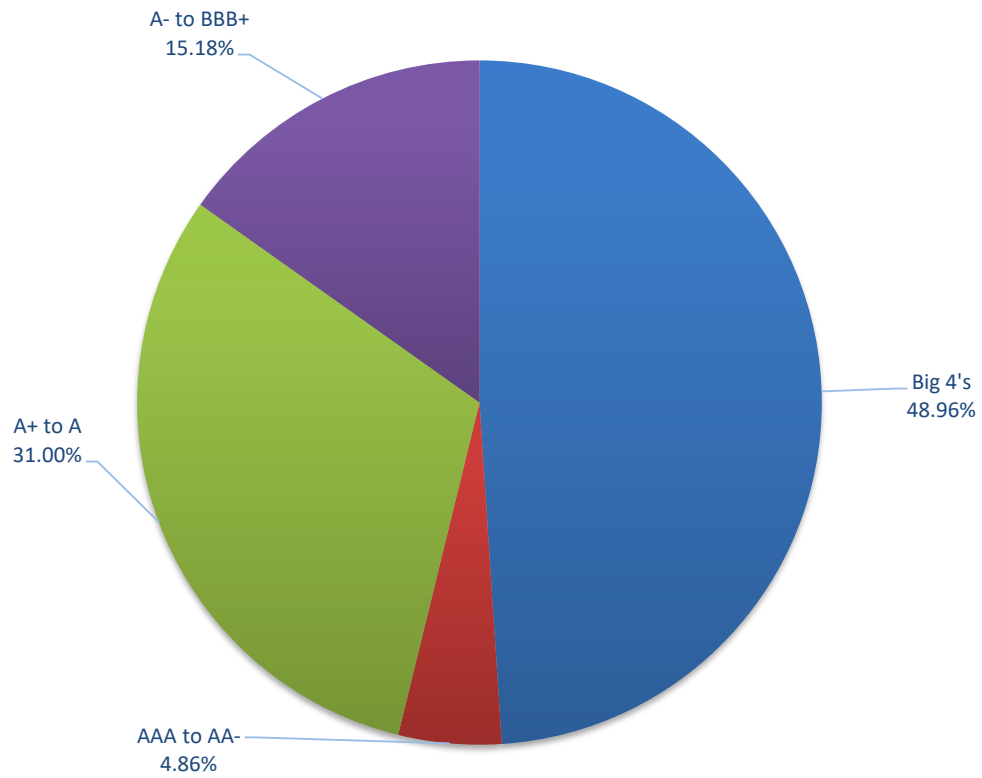
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark
July 2026



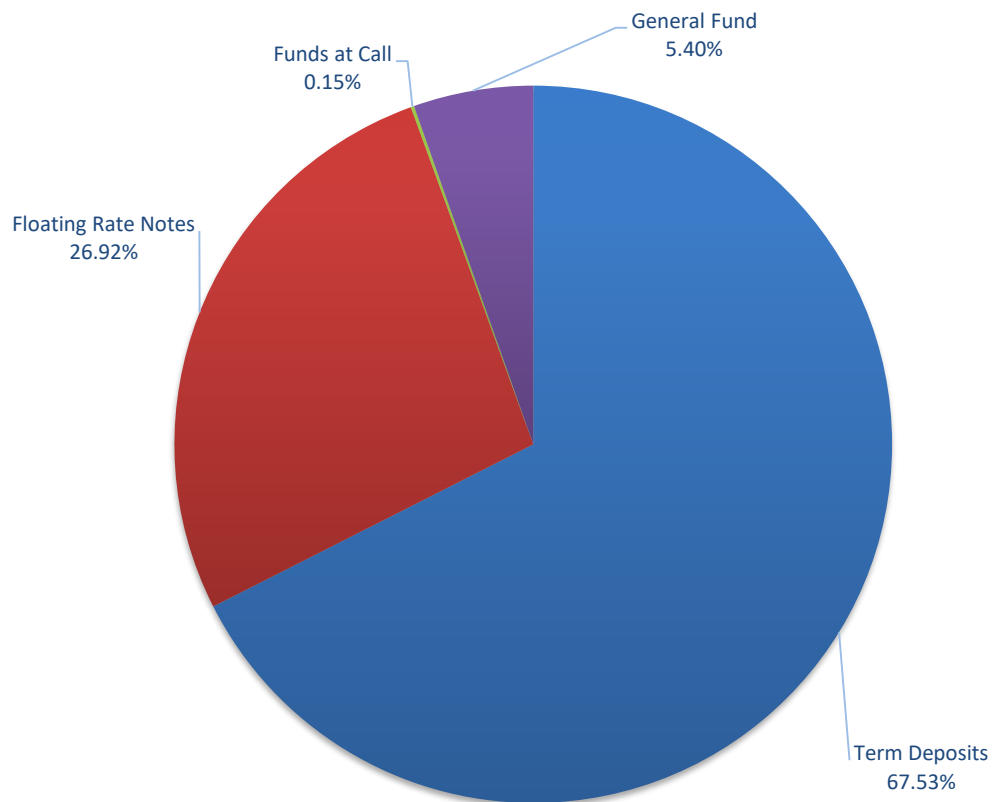
Portfolio Liquidity - Minimum Allocations as at 31 July 2026



Risk Profile as at 31 July 2026



Risk Profile as at 31 July 2026



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION

as at 31 July 2026

Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank's	ANZ Bank	23.0	3.8	
	Commonwealth Bank	14.1	2.3	
	National Australia Bank	99.0	16.3	
	Westpac Banking Corporation	161.2	26.5	
Big 4 Total		297.3		49.0
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	8.5	1.4	
	Bank of Queensland	12.0	2.0	
	Bendigo & Adelaide Bank	8.5	1.4	
	Great Southern Bank (formerly Credit Union Australia)	54.1	8.9	
	ING Bank	84.2	13.9	
	Suncorp Bank	29.5	4.9	
	Macquarie Bank Ltd	4.0	0.7	
	Rabobank Australia	100.0	16.5	
	Newcastle Greater Mutual Group Ltd	9.1	1.5	
Other ADI Total		309.9		51.0
Grand Total		607.1	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.

External Memberships

File No: S076031

Summary

The City of Sydney is a member of a wide range of associations and organisations which provide staff and Councillors with access to up-to-date information and information-sharing opportunities, forums and conferences for professional and policy development.

The memberships held by the City of Sydney are reviewed regularly to ensure they remain relevant to the work of the City and are provided to Council for information. The City's current memberships are outlined in Attachment A.

This report seeks Council's endorsement of the existing memberships as outlined in Attachment A. The City's memberships will continue to be reviewed and any significant changes reported to Council.

Recommendation

It is resolved that:

- (A) Council receive and note the City's membership of the associations outlined in Attachment A to the subject report
- (B) Council note that final membership amounts change from time to time and any significant changes will be reported back to Council via the CEO Update.

Attachments

Attachment A. List of existing external memberships

Background

1. The City of Sydney is a member of a range of associations which provide access to professional support, updated industry information and information sharing, forums and conferences for professional and policy development and accreditation.
2. Memberships cover a wide range of associations to reflect the breadth of City activities.
3. The City contributes to and works with these groups to achieve our goals.
4. The total cost of these memberships is estimated to be \$871,626 for the current financial year.
5. These memberships were included in the budget for 2025/26.
6. The top 3 memberships account for \$324,438 and include the Council of Capital City Lord Mayors (CCCLM), Local Government NSW (LGNSW) and the Southern Sydney Regional Organisation of Councils (SSROC).
7. The other smaller memberships make up the remaining \$547,188.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

8. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - external memberships provide staff and Councillors with access to up-to-date information and information-sharing opportunities, forums and conferences for professional and policy development.

Risks

9. This approach to external memberships 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 recognise the significance of our reputation as a valuable asset that influences stakeholder trust, business continuity and the short- and long-term achievement of our objectives.
 - We are committed to conducting our activities in full compliance with applicable laws, regulations and relevant industry standards.

Financial implications

10. The existing cost of these memberships is estimated to be \$871,626 for the current financial year which has been provided for in the 2026/27 operating budget.

MONICA BARONE PSM

Chief Executive Officer

Erin Cashman, Manager OCEO

Attachment A

List of existing external memberships

Chief Executive Office

Sustainable Business Australia	Participation in the SBA Sustainability Professionals Group and ability for the City to directly engage with industries focussed on developing the green economy and sustainable business practices.	\$10,000
Local Government NSW	The City's involvement is necessary to lead the policy and strategic direction of local government in NSW.	\$118,921
The Committee for Sydney	Provides access to forums with peak industry, governmental and community leaders promoting sustainability.	\$21,530
Keep Australia Beautiful NSW	Works closely with communities to ensure a sustainable future. Membership provides access to programs and opportunities to work closely together to achieve that sustainable future.	\$1,298

Chief Executive Office

Council of Capital City Lord Mayors (CCCLM)	Collaborative national level advocacy forum. Involves policy development, sharing information and practices across capital cities.	\$116,000
Southern Sydney Region of Councils (SSROC)	Collaboration with neighbouring councils on issues such as procurement, industry best practice and advocacy.	\$89,517
International Council for Local Environmental Initiatives (ICLEI) - Local Governments for Sustainability	Brings the latest global solutions and knowledge to the local context, with members and teams of experts working together to create systemic change for urban sustainability.	\$5,132
Business Sydney (NSW Chamber of Commerce)	An important resource as a support group and solutions provider for business.	\$22,045

Chief Executive Office

Committee for Economic Development Australia (CEDA)	Provides access to policy discussions and thought leadership on critical issues facing Australia and Sydney particularly.	\$14,000
Tourism Transport Forum	Peak national tourism body. Advocates the public policy interests of corporations and institutions on tourism, transport, aviation and investment.	\$37,008
Fifth Estate	Australia's leading online newspaper for the sustainable built environment and all the businesses, professionals, academics, government agencies, community groups, not-for-profits, individuals in Australia and globally who want to be part of the sustainability revolution. The Fifth Estate publishes news, views and information – online daily, in newsletters, ebooks, webinars and events.	\$5,000

Chief Operating Office

Property Council of Australia	Enables City representation as a member, recognition within the industry, access to research papers, discounts on courses and member training.	\$16,100
Australian Water Association	The Australian Water Association provides information and knowledge, connects members with industry and stakeholders to drive a sustainable water future.	\$1,585
Local Government Professionals	Local Government Professionals NSW provides a platform to share knowledge. They are committed to maintaining high professional and ethical standards throughout the sector and ensure that their members are at the forefront of change and innovation. They offer free participation in regular Property Forums with speakers from agencies such as the Office of the Local Government, Land Registry Services, Crown Lands etc.	\$553
Australian Institute of Architects	To remain connected to Australia's peak professional body which helps shape policies, making positive change for good at local, National, and international scales. Membership will ensure that the City remains abreast of the most recent and pressing architectural and city building issues and legislation.	\$ 982

City Life		
Australian Library and Information Association [ALIA]	Access to advocacy on behalf of all public libraries in Australia, an annual conference and library specific training. Members receive discounted prices to attend. Membership also provides quarterly newsletter, professional articles and research papers.	\$1,730
Community Early Learning Australia Ltd	Supports evidence-based research, consultation, and action, uniting childcare services.	\$395
Early Childhood Australia Inc	Provides resources and up to date information on the early childhood education and care industry. Provides reduced rates for conferences and training opportunities.	\$479
History Council of NSW Inc	Membership provides sector access to professional development opportunities and capacity development. Our membership supports the credibility of the City within the History profession.	\$650
Network of Community Activities	Provides support and resources to outside school hours care services in NSW. Provides reduced rates for conferences and training opportunities.	\$4,680
New South Wales Public Libraries Association	Membership provides access to professional training workshops and seminars; services such as library reviews, facilitation of strategic planning, children's, multicultural and reference services and promotion, access to professional publications, NSW public libraries statistics, and a forum for all library professionals.	\$2,995
NSW Meals on Wheels Association Inc	This is the peak professional body, gives access to information, training, and conferences.	\$2,200

City Life		
Refugee Council of Australia (Refugee Welcome Zone Leadership Group)	Promotes, supports and advocates for policy reform for refugees and people seeking asylum and enables the City to share our knowledge and experience in supporting refugees, as well as learn from others.	\$5,000
Zero Barriers	Promotes and supports local business to become more accessible and inclusive for people with disabilities by providing practical advice and resources within our local government area. This membership aligns to actions under the Inclusive direction in the Economic Development Strategy.	\$5,000
Youth Action Policy Association	Provides access to the peak youth organisation representing young people and youth services in NSW.	\$418
Homelessness NSW	State peak body providing information on research and advocacy for the homelessness sector.	\$250
Sport NSW	Access to best practice guidelines and resources for sports, including a focus on access and inclusion for people with a disability and girls participation in sport. Gold membership includes resources and support to deliver two events per year.	\$2,508
Sydney City Liquor Accord	A condition of the Liquor License for Sydney Town Hall is that the Licensee must be a member and attend the quarterly meetings.	\$250
Welcoming Cities	A member-based organisation that supports councils and community leaders to actively engage with migrant communities, include cultural diversity principles in policy, programming and engagement, and take a whole of community approach to inclusion. This is achieved through knowledge sharing, partnerships, celebrating success and setting a National Standard for cultural diversity and inclusion policy and practice.	\$0

City Life		
New South Wales Education Standards Authority (NESA)	Accreditation for Early Childhood Teacher positions.	\$1,300
Seamless Australia	Seamless Australia is a clothing stewardship scheme based on a core principle: producers that put clothes on the market should take responsibility for the entire life of their garments, from design, through to reuse, recycling and end of life. As a Supporter, the City of Sydney works with other organisations across the clothing value chain, reuse and recycling operators, and technology providers to build a circular clothing future. This membership aligns to actions within the City's Economic Development Strategy and Waste Reduction and Circular Materials Strategy.	\$700
Hidden Disabilities Sunflower Australia (Bayley House)	Annual membership for the Hidden Disabilities Sunflower Program. The Hidden Disabilities Sunflower is an international approach that is coordinated in Australia by Bayley House. The program seeks to improve everyday experiences and interactions for people with hidden disabilities, assisting them navigate and find help in public places.	\$2,500
New South Wales Police Shield	Provision of Counter Terrorism information, best practice and forums for Major Events staff. Identification of vulnerabilities to events..	\$0

City Planning, Development and Transport

International Council of Monuments and Sites (ICOMOS) - Australia Secretariat	Informs the approaches to heritage conservation policy and practice for culturally significant places.	\$800
Fire Protection Association	Peak professional body for fire related services.	\$400
Association of Australian Certifiers	As Council Certifiers it is beneficial to the organisation to be supported and informed of legislative changes, regular industry newsletters and discounted mandatory continuing professional development (CPD) training.	\$2,875

City Services		
Aquatic and Recreation Institute Victoria	The Victorian peak body for the aquatics and recreation industry, providing professional training opportunities, conferences, and access to information.	\$840
Arboriculture Australia Ltd	National body for tree management, providing professional development tools and research and best practice advice.	\$880
Transport Professionals Association (TPA)	The peak body for traffic and transport practitioners in Australia, membership encourages best practice and provides professional development and networking opportunities. Formerly AITPM.	\$2,000
Australasian College of Road Safety (ACRS)	The peak membership association for road safety professionals, advocates, and members of the public who are focused on eliminating fatal and serious injuries on our roads.	\$1,375
Parking Australia - Parking Facility Member	Provides information on the developments in parking meter and car park technology and opportunities to ensure staff are informed of industry developments.	\$1,650
Treenet Inc	National level organisation that promotes Australian research, and a platform for advocacy for the urban forest. Memberships includes one free attendance at the yearly symposium.	\$1,740
Waste Management and Resource Recovery Association	Provides industry sector information on new developments in waste and environment issues, waste calculators and research data.	\$2,795

City Services		
Parks and Leisure Australia	Representing the interests of the parks, recreation and leisure industry and related professions across Australia, membership provides professional development opportunities, sector information, news, analyses and commentary including best practice management, regulatory and standards updates and announcements.	\$2,650
Australasian Leisure Management	Leading source of information for the leisure industry.	\$181
Floodplain Management Australia	Represents the interests of floodplain communities in NSW and elsewhere in Australia, and the authorities responsible for managing floodplains. Provides advocacy on behalf of the floodplain management industry and gives staff access to professional development resources and opportunities.	\$1,750
Southern Sydney Regional Organisation of Councils (SSROC - Street Lighting Improvement Program)	The Street Lighting Improvement Program was created by SSROC to implement the recommendations of an extensive review of street lighting undertaken by its members.	\$15,588
Royal Life Saving Society of Australia	Access to the Safe Pool Operation Guidelines, the recognised national industry standard that describes and makes recommendations on minimum standards regarding pool safety.	\$113
Natspec Construction Information	Specifications for infrastructure construction and maintenance allowing the City access to contemporary industry standards.	\$3,289
Stormwater Industry Association of NSW	The main industry association in stormwater management across NSW. Provides advocacy on behalf of the NSW stormwater management industry and gives staff access to professional development resources and opportunities.	\$960

City Services		
Surveying & Mapping Industry Council of NSW (SMIC)	SMIC is the peak geospatial information industry body in NSW, with representatives from government, private industry, professionals and the tertiary education sectors. Membership gives us direct access to the decision makers in the Surveying profession and the ability to advocate for the interests of the City.	\$250
Before You Dig Australia (BYDA)	Membership of BYDA allows the City to upload asset information and to use their referral service to protect our civil infrastructure assets (currently survey infrastructure, stormwater drainage, electrical assets and contaminated lands). This enables us to notify civil workers and utilities of the presence and location of City assets and assists in avoiding damage to those assets.	\$200
Greater Sydney Harbour Coastal Management Program (Sydney Coastal Councils Group)	The Coastal Management Act 2016 requires local councils within the catchment area to work together to prepare a Coastal Management Program (CMP) in accordance with the Coastal Management Manual. The City's participation in the Program includes financial and in-kind support to the development of the Greater Sydney Harbour CMP.	\$26,000
IPWEA Roads Directorate	A joint initiative between local joint initiative between IPWEA (NSW) and Local Government NSW (LGNSW). It serves as a focus for research activities and the provision of technical advice to assist members in discharging their road management roles.	\$8,162
Institute of Public Works Engineering Australasia Limited - NAMS Plus	Provides staff in asset-owning organisations access to tools and online resources to develop and update their Asset Management Plans and communicate their asset management data. Based on the International Infrastructure Management Manual and relevant ISO standards.	\$3,366

Finance and Procurement		
Supply Nation	Dedicated to connecting corporate and government organisations with Indigenous enterprises, which helps the City deliver on our commitment to our Aboriginal and Torres Strait Islander communities, the development of staff and our policies and procedures.	\$8,000
Finance Leadership Council for Midsized Companies Classic - Gartner Australasia Pty Ltd	The leading member-based advisory company. Combines the best practices of thousands of member companies with advanced research methodologies and human capital analytics, it equips senior leaders and their teams with insight and actionable solutions to transform operations.	\$44,024
Procurement and Supply Australasia (PASA) Connect	A networking, learning and development initiative that brings procurement professionals together for both peer-to-peer and expert-led learning.	\$9,950
NSW Indigenous Chamber of Commerce	Dedicated to connecting corporate and government organisations with Indigenous enterprises, which helps the City deliver on our commitment to our Aboriginal and Torres Strait Islander communities, the development of staff and our policies and procedures.	\$15,000

Legal and Governance

Institute of Internal Auditors (IIA)	Access to resource material, including Professional Practices Framework and audit programs.	\$1,260
Information Systems Audit & Control Association (ISACA)	Access to resource material, including standards and audit programs.	\$390
Environment and Planning Law Association NSW	Enables staff working in the fields of planning and environmental law, including lawyers and planning staff, to maintain up to date knowledge and professional contacts in this area.	\$700
Law Society of NSW	Provides access to a professional library, legal journals and continuing professional education, in addition to networking opportunities. Membership is a requirement for staff who are accredited specialists.	\$1,320
International Information System Security Certification Consortium (ISC) ²	Professional Membership relating to information security	\$200

People, Performance and Technology		
Data Management Association of Australia (DAMA)	Data Management Association of Australia, provides best practice advice about Data Protection, Governance, and Management	\$500
Australian Society of Archivists Inc	Professional body for archivists in Australia, provides information about best practice.	\$950
International Council of Archives	International body for archivists, provides information about best practice.	\$500
Records and Information Management Professionals Association	RIMPA is the global professional body for records management. Membership assists the City develop and maintain industry knowledge and keep abreast of industry changes.	\$910
CEB IT Leadership Council of Midsized Companies - Gartner UK Limited (Corporate Executive Board - Information Technology)	Provides best practice research, advice, and tools and education for CIO's and IT professionals to support organisational best practice.	\$28,160
CEB HR Leadership Council of Midsized Companies - Gartner UK Limited (Corporate Executive Board - Human Resources)	Provides best practice research, tools, webinars and networking opportunities for HR professionals to support organisations committed to improving their people practices.	\$80,000
Diversity Council Australia Limited	Provides expert advice, research, events and programs, resources for diversity and inclusion in the workplace.	\$6,740
ACON Pride in Diversity	Australia's leading LGBTQ+ workplace inclusion program. Provides access to inclusion benchmarking tool, Australian Workplace Equality Index (AWEI) as well as advice, training, resources, and participation in events such as Pride in Diversity Rountables and Australian LGBTQ+ Inclusion Awards.	\$7,158

People, Performance and Technology		
Public Sector User Forum Inc	“Pathway user group”, provides staff with access to latest information on Pathway, developments, issues and exchanges of information with other people using Pathway.	\$1,300
NSW Workers Compensation Self Insurers Association	Provides members with support to comply with legislation, prevent and manage workplace injuries.	\$1,000
Australian Disability Network	Disability Employer Network	\$2,750
ArtsHub	The leading online forum for all arts and culture industry news and developments. Membership is required in order to utilise the opportunities pages, which are an essential channel for advertising for recruitment, grants and artist opportunities.	\$1,300
The Association for Payroll Specialists (TAPS)	Provides a number of specialised benefits necessary to acknowledge and assist payroll people and keep them up to date with Australia's unique payroll environment.	\$950
AusContact	Auscontact is the industry association for contact centres in Australia. They help organisations deliver service excellence across all customer channels; supporting growth, providing access to best practice and industry experts, building capability, and challenging you to innovate and change in line with the changing needs of your customers	\$1,350

Strategic Development and Engagement		
Materials and Embodied Carbon Leaders' Alliance (MECLA)	The alliance drives the reduction of embodied carbon in the building and construction industry.	\$1,050
Milan Urban Food Policy Pact (MUFPP)	An international agreement among cities from all over the world, committed "to develop sustainable food systems that are inclusive, resilient, safe and diverse, that provide healthy and affordable food to all people in a human rights-based framework, that minimize waste and conserve biodiversity while adapting to and mitigating impacts of climate change". Its main aim is to support cities wishing to develop more sustainable urban food systems by fostering city to city cooperation and best practices exchange.	\$0
C40	Provides City staff with opportunities for knowledge exchange and enables them to take collaborative action to cut greenhouse gas emissions, stimulate business, community and government action on climate change, and act as champions in the international arena. While there is no membership cost for C40, there can be costs involved in holding and attending events.	\$0
Green Building Council of Australia (GBCA)	The authority on sustainable buildings and communities – accelerating the transformation of Australia's built environment. Membership provides staff with access to useful information, networking opportunities and research resources.	\$3,550
Engagement Institute	Australasian industry body for community engagement practitioners which provides staff with access to current information, resources and reduced rates for events and training.	\$2,950
Smart Energy Council	Renewable energy is vital in climate change action in Australia. Provides information and research to transition Australia's energy system to a lower carbon system.	\$5,800

Strategic Development and Engagement		
Carbon Neutral Cities Alliance	A collaboration of global cities working to cut carbon emissions by 80-100% by 2050 or sooner.	\$18,000
Energy Efficiency Council (EEC)	Provides high quality advocacy to state and federal government in the areas of energy efficiency, services and management.	\$10,400
World Cities Culture Forum	Collaboration between 50 cities via symposia, regional summits, ongoing workshops and a biannual publication to share ideas and knowledge about the role of culture in city making. This forum has been very active in guiding policy responses to issues like the Covid-19 pandemic, global conflict, and economic instability, and regular updates are integrated into the City's global insights on contemporary and emerging cultural strategy trends.	\$15,280
Global Resilient Cities Network	Drives urban resilience action to protect vulnerable communities from climate change and other physical, social and economic urban adversities and challenges. The Network supports cities and their Chief Resilience Officers in future-proofing their communities and critical infrastructure.	\$0
Music Cities Network	International network of cities actively working to support live music sectors locally. It provides opportunities for sharing research, knowledge, and working cooperatively on exploring policy and advocacy. The group meets bi-monthly online to share insights and strategies and to work on joint projects. An annual summit is held in June.	\$13,000
Global Covenant of Mayors (GCoM)	The Global Covenant of Mayors helped co-develop the reporting protocol for reporting on city wide greenhouse gas emission. Sydney was one of the first 10 cities to use the protocol in 2018. The City continues to use the protocol in reporting local government area emissions and works to provide this via Resilient Sydney to all other councils in metropolitan Sydney.	\$0

Strategic Development and Engagement		
The Climate Collective	First Nations Affairs supports the development of policy and programs for a just transition elevating First Nations impacts. The Climate Collective is about collaboration, knowledge sharing, and capacity building in the area of First Nations participation in the net zero transition.	\$630
Climate Emergency Australia (CEA)	Provides a forum for all climate-emergency-declaring Councils in Australia to collaborate on advocacy for stronger climate action at the federal level.	\$4,500
Australian Food Network	Annual membership to share information, best practice, learnings and advocacy opportunities on sustainable food systems with other local authorities across Australia.	\$1,400
Economic Development Australia	Economic Development Australia (EDA) is the national peak body for economic development professionals, focused on building capacity, promoting excellence, networking with other local governments and businesses, as well as advocacy on policies affecting city competitiveness. EDA promotes innovation, sustainability, and smart city practices while supporting the creation of comprehensive economic plans to address market trends.	\$2,364
Australian Sustainable Built Environment Council	Provides a forum for groups to gather and discuss the planning, design, delivery, operation of our built environment and its social and environmental impacts.	\$9,700
National Australian Building Environmental Ratings (NABERS) Steering Committee	Contributing to policy and building environmental ratings across Australia. Note: Mel is representing CCCLM.	\$0

Item 7.

Public Exhibition - Naming Proposal - Cabbage Lane

File No: X113129

Summary

A new road in Waterloo off Lachlan Street requires naming.

The planned laneway is shown as a road on the Lachlan Precinct 2012 Development Control Plan (DCP) proposal and does not currently have a name.

Due to development this road now requires addressing and as such a name is required.

The naming selection "Cabbage Lane" unifies the historic pattern of names in the area related to the history of market gardens in the area. Chinese market gardeners began to take up allotments in the vicinity of Waterloo and Alexandria into the 1880s. There were Chinese market gardens and a branch of Shepherd's Nursery on the site bounded by Bourke and Lachlan streets in the late 19th century. The nearby street names 'Tung Hop' and 'Sam Sing' provide recognition of the Chinese market gardeners and the Chinese community that existed in the area.

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

This report recommends that, subject to community consultation, Council provide in-principle approval to name this laneway "Cabbage Lane".

Recommendation

It is resolved that Council:

- (A) provide in-principle approval to name the road "Cabbage Lane" and that the name be placed on public exhibition for community comment for a minimum period of 28 days
- (B) note that a further report will be submitted to Council, detailing the results of the public consultation process.

Attachments

Attachment A. Map showing location of the lane

Attachment B. Historical justification

Background

1. A new road in Waterloo off Lachlan Street requires naming.
2. The planned laneway is shown as a road on the Lachlan Precinct 2012 DCP proposal and does not currently have a name.
3. Due to development this road now requires addressing and as such a name is required.
4. The naming selection "Cabbage Lane" unifies the historic pattern of names in the area related to the history of market gardens.
5. The name Cabbage Lane is a reminder of the type of produce grown in the market gardens that proliferated throughout Sydney's southern suburbs, including Waterloo, in late 19th and early 20th centuries.
6. Chinese market gardeners began to take up allotments in the vicinity of Waterloo and Alexandria into the 1880s. There were Chinese market gardens and a branch of Shepherd's Nursery on the site bounded by Bourke and Lachlan streets in the late 19th century.
7. The nearby street names 'Tung Hop' and 'Sam Sing' provide recognition of the Chinese market gardeners and the Chinese community that existed in the area. These names are a reminder of everyday people, and everyday life in previous times and reflect the cultural diversity of people that lived in this area.
8. The 2 main vegetables cultivated by Chinese growers at Waterloo were cauliflowers and cabbages.
9. For more details about the historical justification of this name see Attachment B - Historical justification.
10. The proposed name complies with the City of Sydney naming policy. Specifically:
 - (a) Principle 2: Uniqueness - duplication is avoided with other existing names in a 10km radius.
 - (b) Principle 3: Diversity - This name acknowledges the multicultural nature of our society. Inclusiveness and addressing the imbalance of previous approaches are significant priorities for new names.
 - (c) Principle 6: Local or Cultural Relevance - the name has local relevance, reflecting the proximity of the market gardens that existed in the area.
11. The name has been pre-approved by the NSW Geographical Names Board. This means that the proposed name complies with the Geographical Names Board's requirements for language use for road names and that there are no duplication issues with this name. It has been thereby reserved for City of Sydney use as a road name for a period of 2 years.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Organisational impact

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

Risks

14. This naming proposal is within the City's risk appetite:
- It helps to ensure public safety and meet community expectations by assisting with wayfinding.
 - It ensures we comply with our legal and regulatory requirements.
 - It supports the achievement of our strategic objectives.

Social / Cultural / Community

15. The community will have an opportunity to comment on the naming proposal during the exhibition period.

Financial implications

16. There are funds available in the 2026/27 operational budget for the installation of street signage.

Relevant legislation and policy

17. The Roads Act 1993 (NSW), Roads Regulation 2018 (NSW), Geographic Names Act 1966 (NSW) and the Geographical Names Board Place Naming Policy - the recommended name complies with the legislation and is in accordance with the Geographical Names Board Policy.

Critical dates / Time frames

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

Public consultation

19. The process for naming of public spaces generally proceeds as follows:
 - (a) in-principle approval by Council of the proposed name
 - (b) public notification of the naming proposal/s with a minimum 28-day response time
 - (c) Council approval following community consultation
 - (d) assessment by the Geographical Names Board of NSW through its formal application process
 - (e) final approval by the Geographical Names Board and subsequent publication in the NSW Government Gazette.
20. The naming proposal will be advertised on the Sydney Your Say website, notices will be letterboxed to surrounding properties and there will be a public notice on site.
21. If Council approves the name, an application will be made to the Geographical Names Board for gazettal.

KATE DEACON

Executive Director Strategic Development and Engagement

Gareth Jenkins, Senior Community Engagement Coordinator

Attachment A

Map showing location of lane



Attachment B

Historical justification

Historical justification – Cabbage Lane

The name Cabbage Lane is a reminder of the type of produce grown in the market gardens that proliferated throughout Sydney's southern suburbs, including Waterloo, in late 19th and early 20th centuries.

The fertile soil in the Waterloo and Alexandria area was suited to horticulture, as it was well irrigated by fresh water from local waterways such as Sheas Creek. Several market gardens and nurseries were established here by the 1830s and 1840s including the Camellia Grove nursery established by award-winning grower Robert Henderson Snr and George Rolfe's market garden adjacent to today's Cauliflower Hotel.

Chinese market gardeners began to take up allotments in the vicinity of Waterloo and Alexandria into the 1880s. There were Chinese market gardens and a branch of Shepherd's Nursery on the site bounded by Bourke and Lachlan streets in the late 19th century.

The nearby street names 'Tung Hop' and 'Sam Sing' provide recognition of the Chinese market gardeners and the Chinese community that existed in the area. These names are a reminder of everyday people, and everyday life in previous times and reflect the cultural diversity of people that lived in this area. For example, Tung Hop was identified in the Sands' Directories as working gardens in this block in 1891-1893 and is the namesake for a new nearby street named in 2012. Chinese market gardeners continued working plots in this area into the 1920s.

The two main vegetables cultivated by Chinese growers at Waterloo were cauliflowers and cabbages. These staple vegetables are both cultivars of the brassica oleracea family. Cauliflower and cabbage were regarded as valuable crops in the 19th and 20th centuries, because the vegetables stored well in cooler months and could be preserved through salting and fermentation for longer term use.

References

'Market Gardens', *The Sydney Morning Herald*, 21 December 1886, p. 11,
<https://trove.nla.gov.au/newspaper/article/28352617>

'The Suburbs of Sydney', *Evening News*, 6 August 1904, p. 3, <http://nla.gov.au/nla.news-article113290959>

'Constables midnight catch at Waterloo', *Evening News*, 9 September 1908, p. 6,
<https://trove.nla.gov.au/newspaper/article/114753822>

'Chinese burden', *The Labor Daily*, 10 October 1925, p. 9,
<https://trove.nla.gov.au/newspaper/article/238109999>

Item 8.

Public Exhibition - Naming Proposal - Guru Nura Path

File No: X108806

Summary

Queens Court is currently a small cul-de-sac in the Sydney CBD near Circular Quay. As part of the redevelopment of 55 Pitt Street by Mirvac, this cul-de-sac will be transformed into a pedestrian thoroughfare extending from Dalley Street to Underwood Street.

This new thoroughfare requires naming. Naming this space is important for wayfinding and access for emergency vehicles.

The City of Sydney have worked with Mirvac and their Indigenous consultancy, Balarinji, the City's Aboriginal and Torres Strait Islander Advisory Panel and the Metropolitan Local Aboriginal Land Council to develop the name "Guru Nura Path". Guru Nura are local Gadigal language words which translate as 'deep water country', referencing the nearby Tank Stream waterway.

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

This report recommends that, subject to community consultation, Council provide in-principle approval to name this thoroughfare: "Guru Nura Path".

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

Recommendation

It is resolved that Council:

- (A) provide in-principle approval to name the thoroughfare "Guru Nura Path" and that the name be placed on public exhibition for community comment for a minimum period of 28 days
- (B) note that a further report will be submitted to Council, detailing the results of the public consultation process.

Attachments

- Attachment A.** Naming justification - Mirvac QC
- Attachment B.** Map showing current location of Queens Court
- Attachment C.** Map showing location of pedestrian thoroughway
- Attachment D.** Map showing development outline for new pedestrian thoroughfare

Background

1. Queens Court is currently a small cul-de-sac in the Sydney CBD near Circular Quay. As part of the redevelopment of 55 Pitt Street by Mirvac, this cul-de-sac will be transformed into a pedestrian thoroughfare extending from Dalley Street to Underwood Street. It will have a major wall-based floral artwork by Indigenous artist Danie Mellor on one side and retail premises on the other.
2. This new thoroughfare requires naming. Naming this space is important for wayfinding and access for emergency vehicles. For information about the location and development footprint of pedestrian thoroughfare see Attachments B, C and D.
3. The City of Sydney have worked with Mirvac and their Indigenous consultancy, Balarinji, the City's Aboriginal and Torres Strait Islander Advisory Panel and the Metropolitan Local Aboriginal Land Council to develop the name "Guru Nura Path".
4. 'Guru' is the word for 'deep water' and 'Nura' is the word for 'Country', both from the local Gadigal Language. This name, translated as 'Deep Water Country' Path references the Tank Stream waterway which flowed nearby. These words were sourced from Jakelin Troy's *The Sydney Language*. See Attachment A for further details.
5. "Guru Nura Path" is supported by the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel and has been approved by the Metropolitan Local Aboriginal Land Council.
6. The proposed name complies with the City of Sydney naming policy. Specifically:
 - (a) Principle 2: Uniqueness - duplication is avoided with other existing names in a 10km radius.
 - (b) Principle 3: Diversity - This name acknowledges the multicultural nature of our society. Inclusiveness and addressing the imbalance of previous approaches are significant priorities for new names.
 - (c) Principle 4: Aboriginal Language - New names using local Aboriginal language are encouraged and shall be in the local Gadigal language.
 - (d) Principle 6: Local or Cultural Relevance - the name has local relevance, reflecting the proximity of the new pathway to the Tank Stream waterway.
7. The name has been pre-approved by the NSW Geographical Names Board.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

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

Organisational impact

9. Naming the path will have minimal organisational impact. Signage will be installed once the name is gazetted.

Risks

10. This naming proposal is within the City's risk appetite:
 - It helps to ensure public safety and meet community expectations by assisting with wayfinding.
 - It ensures we comply with our legal and regulatory requirements.
 - It supports the achievement of our strategic objectives.

Social / Cultural / Community

11. The community will have an opportunity to comment on the naming proposal during the exhibition period.

Financial implications

12. There are funds available in the 2024/25 operational budget, for the installation of street signage.

Relevant legislation

13. The Geographic Names Act 1966 (NSW) and Geographical Names Board Guidelines- the recommended names comply with this legislation and meet the Geographical Names Board Guidelines.

Critical dates / Time frames

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

Public consultation

15. The process for naming of public spaces generally proceeds as follows:
 - (a) in-principle approval by Council of the proposed name
 - (b) public notification of the naming proposal/s with a minimum 28-day response time
 - (c) Council approval following community consultation
 - (d) assessment by the Geographical Names Board of NSW through its formal application process
 - (e) final approval by the Geographical Names Board and subsequent publication in the NSW Government Gazette.
16. The naming proposal will be advertised on the Sydney Your Say website, notices will be letterboxed to surrounding properties and there will be a public notice on site.
17. If Council approves the name, an application will be made to the Geographical Names Board for gazettal.

KATE DEACON

Executive Director Strategic Development and Engagement

Gareth Jenkins, Senior Community Engagement Coordinator

Attachment A

Naming justification: Mirvac QC

Mirvac **Queens Court Renaming**

Overview

Mirvac and Balarinji are partnering on 55 Pitt Street Sydney's design. Building on their "Aboriginal Core Narrative Report," the project integrates Aboriginal language and art to express spiritual connection to Country. The community has shown enthusiasm for connecting with traditional waterways, Country, and both historic and contemporary Aboriginal culture. The Queens Court renaming supports the core-narrative of Country for a contemporary reading of the new building on Country.

The following naming option has been prepared in consultation with Gadigal Elder Allen Madden. It outlines a proposed Sydney Language name for the renaming of Queens Court, Sydney, as part of the 55 Pitt Street development project.

Jakelin Troy's The Sydney Language (1994) has been used as a key resource in selecting appropriate terms from the Sydney Language for the proposed new name of Queens Court.

As well as building on Balarinji's Core Narrative report, a review of the 55 Pitt Street vision and its associated public art strategy, particularly Danie Mellor's work, has also guided the development of the two proposed naming options for Queens Court.

Consultation with Gadigal Elder

On Thursday, 6 March 2025, the Balarinji team met with Gadigal Elder Allen Madden to discuss naming options for the renaming of Queens Court at the 55 Pitt Street project site. Allen has been a guiding voice throughout the development of 55 Pitt Street, contributing to early narrative development and partnering with Danie Mellor to help shape the public artwork at the Queen's Court through-site link artwork.

Allen was presented with a range of naming options and strongly emphasised that selected words should be easy to pronounce—especially given their prominence as street names that the public will encounter regularly, often without context for pronunciation. He highlighted that mispronunciation can undermine the goals of language revival, as it may distort or completely change the intended meaning of a word.

To ensure accessibility, Allen also stressed that spelling should reflect pronunciation, and that the meaning or interpretation should be clear and concise. He also noted that words from the Sydney Language might have different meanings in other Aboriginal languages, making it even more important for the chosen interpretation to be transparent and easy to understand.

Endorsed Name

1. **Guru Nura** gūru nura deep water country

The waterway known as the Tank Stream flowed close to the location of the laneway that is proposed to be renamed. The stream was a significant life force for Country and the Gadigal. European settlement disrupted the stream, eventually burying it beneath what is now Pitt Street. This naming option gūru nura - "deep water country" serves to recall the presence of the stream and reminds us that we are on Country even if it is not recognisable in its original condition. The proposed name reinstates and brings to mind the presence of The Tank Stream and the many traditional networks that lie beneath the concrete landscape of Sydney.

The name and its association with natural systems aligns with Danie Mellor's Country-centred artistic concept. Mellor's concept explores a deep connection of Place.

Allen Madden endorsed this name, noting that he found it simple, easy to remember, and strongly connected to the significance of the Tank Stream, a former freshwater source. While the stream was not literally "deep water," he felt the term was still appropriate, as it evokes the sense of water buried deep beneath the present-day city, now flowing through tunnels and hidden channels. He also highlighted that the name is easy to pronounce. Allen emphasised the importance of simplicity in naming, recognising that people often bring their own interpretations to language.

The original name proposed, "Guru", was taken to Metropolitan Local Aboriginal Land Council and the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel who recommended the addition of the word "Nura" (which translates as Country) to enhance the meaning and significance of the name to the local area.

Suffix

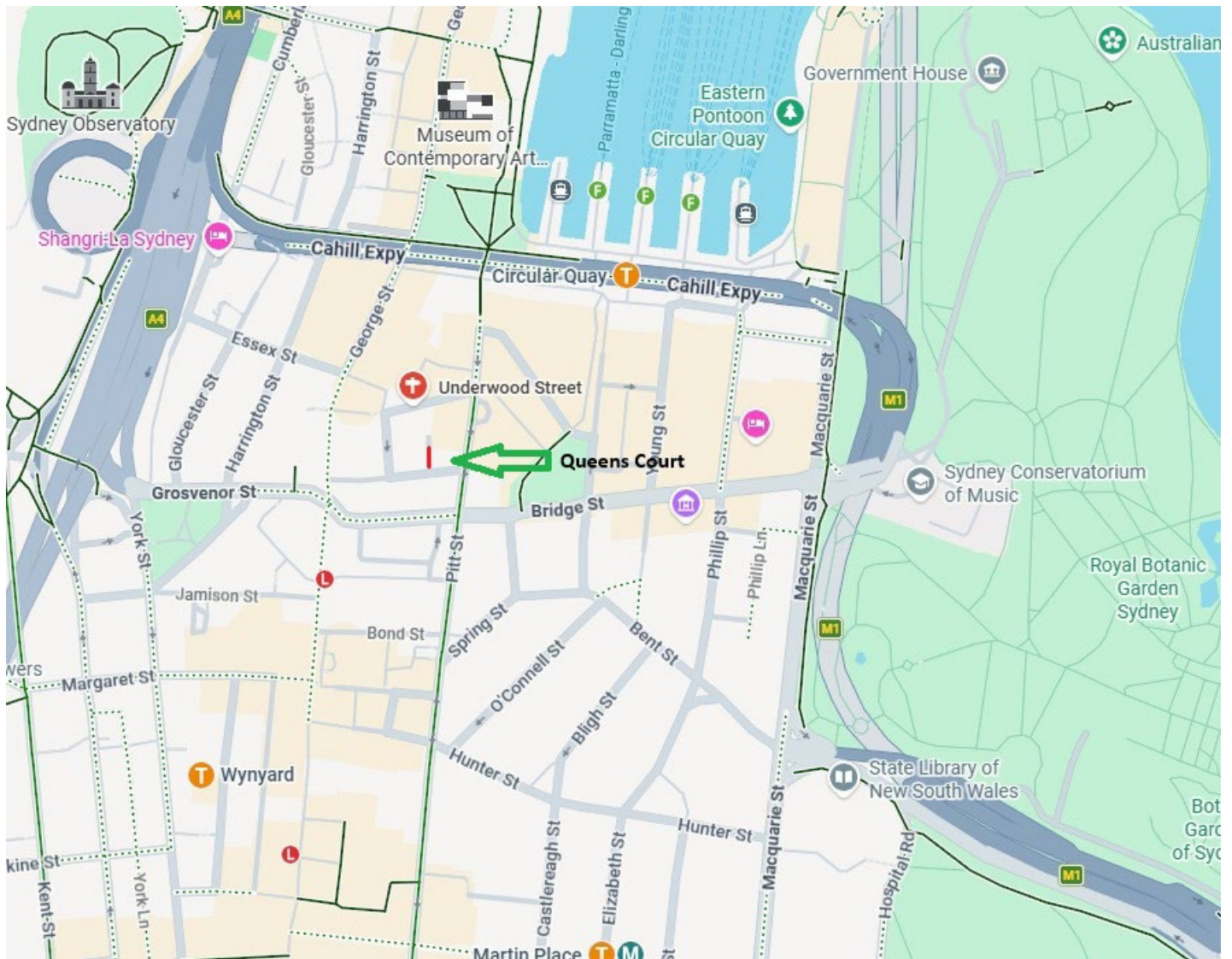
The Mirvac team felt the suffix path is the strongest fit for this naming. It aligns with the project's intention to curate a journey through the architecture, public art and mission of the 55 Pitt Street development. Path carries deep connotations of movement, connection to ground, and spiritual journey. It speaks to a respectful progression: a walk-through memory, culture, and reconciliation. It also intrinsically invites all who pass through to reflect on where they stand and the historical essence that is deeply embedded within Country.

Balarinji discussed the suffix options with Allen Madden and he also agreed path was the best option. Allen commented "That's Aboriginal Culture for you. When great minds come together."

Artist Danie Mellor was consulted by Balarinji and has endorsed this name, and the suffix path.

Attachment B

**Map showing current location of
Queens Court**



Attachment C

**Map showing location of
pedestrian throughway**



Attachment D

**Development outline of new pedestrian
thoroughfare**

Purple shaded zone is part of the new throughway development.

Legend:

- Ausgrid Boundary
- Mirvac Boundary

Item 10.

Contract Variation – Construction Contract for the Green Square to Ashmore Connector Road

File No: X010057.001

Summary

This report recommends approval of additional contract contingency for the construction contract and an increase in project budget for the Green Square to Ashmore Connector project.

The Green Square to Ashmore Connector project is a transport initiative to improve the east-west connection between the Ashmore Precinct, Erskineville and Green Square Town Centre for pedestrians, cyclists, buses and local vehicles. Construction of the road is essential to facilitate the renewal of adjoining lands for affordable housing and for employment-based land uses.

The connection runs from Botany Road to Bourke Road via O'Riordan Street and allows direct pedestrian and cycling (and future bus) access from Geddes Avenue within the Green Square Town Centre to Bowden Street in Alexandria and onto the Ashmore Precinct and Erskineville. It also allows limited vehicle access for adjoining sites.

In October 2021, the City entered into a contract with Ford Civil Contracting Pty Ltd (Ford Civil) for construction of the Green Square to Ashmore Connector project, which is being delivered as 3 separable portions. Separable portion 1, from Botany Road to O'Riordan Street, is complete, as is separable portion 2A, from O'Riordan Street up to the Bourke Road intersection. Separable portion 2B, the Bourke Road intersection, is currently under construction.

Completion of separable portion 2B of the project has been delayed due to relocations of third-party services and additional contingency is required to complete the works.

This report recommends that Council approve additional contract contingency for the construction contract with Ford Civil Pty Ltd and that Council approve additional funds to increase the project budget.

Recommendation

It is resolved that Council:

- (A) approve additional contract contingency for the construction contract with Ford Civil Contracting Pty Ltd for construction of the Green Square to Ashmore Connector Road and Associated Works, as outlined in Confidential Attachment A to the subject report
- (B) note the revised contract value and contingency for the construction contract with Ford Civil Pty Ltd, as outlined in Confidential Attachment A to the subject report
- (C) approve the additional funds sought for the Green Square to Ashmore Connector Road project as detailed in Confidential Attachment A to the subject report.

Attachments

Attachment A. Financial implications (Confidential)

Background

1. The Green Square to Ashmore Connector project is a transport initiative to improve the east-west connection between the Ashmore Precinct, Erskineville and Green Square Town Centre for pedestrians, cyclists, buses and local vehicles. Construction of the road is essential to facilitate the renewal of adjoining lands for affordable housing and for employment-based land uses.
2. The connection runs from Botany Road to Bourke Road via O'Riordan Street and allows direct pedestrian and cycling (and future bus) access from Geddes Avenue within the Green Square Town Centre to Bowden Street in Alexandria and onto the Ashmore Precinct and Erskineville. It also allows limited vehicle access for adjoining sites.
3. In October 2021, the City entered into a construction contract with Ford Civil Contracting Pty Ltd (Ford Civil) for construction of the Green Square to Ashmore Connector Road.
4. In October 2022, Council approved a variation to the construction contract to manage latent conditions and restaging of the project due to delays in completion of land acquisitions.
5. The section of the road between Botany Road and O'Riordan Street was completed and opened in July 2024, along with the road up to, but not including, the Bourke Road intersection.
6. Works at the Bourke Road intersection were subsequently delayed due to required relocations of third-party authority assets (gas and electricity) and latent conditions of groundwater contamination. As a result, additional contingency for the contract with Ford Civil was approved by the Chief Executive Officer in June 2025.
7. Forecast project costs have increased due to:
 - (a) delays in Ausgrid outages and completion of required relocations of third-party assets (gas and electricity)
 - (b) additional investigations and decommissioning of redundant third-party assets and
 - (c) latent conditions, such as groundwater contamination, which required dewatering during in-ground construction and concrete encased undergrounds services which required deeper piers for traffic signal posts.

Key implications

Strategic alignment - Sustainable Sydney 2030-2050 Continuing the Vision

8. 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 5 - A city for walking, cycling and public transport - The road features a single traffic lane in each direction to be dedicated as a public transport corridor (bus lanes) with local traffic access to adjoining properties. The road also features wide footpaths and an on-road 2-way cyclepath that connects to the existing east-west cyclepaths on Bowden Street and Geddes Avenue. It also provides interchange with the existing north-south cyclepath on Bourke Road.
 - (b) Direction 9 - A transformed and innovative economy - Construction of the road is essential to facilitate the renewal of adjoining lands for employment-based land uses.
 - (c) Direction 10 - Housing for all - Construction of the road is essential to facilitate the renewal of adjoining lands for affordable housing including the proposed St George Community Housing development at 338 Botany Road and the proposed City West Housing development at 330-338 Botany Road / 20 O'Riordan Street.

Financial implications

9. Additional funds are required for this project due to higher than expected project costs as detailed in Confidential Attachment A.

Relevant legislation

10. Local Government Act 1993 - Sections 10A and 10B provides that a council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.
11. Attachment A contains confidential commercial information which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business
 - (b) prejudice the commercial position of the person who supplied it.
12. 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 variation process and the assessment of that information would prejudice the commercial position of the participants in the process.

Critical dates / Time frames

13. The main works construction contract commenced on site in March 2022.
14. Separable Portion 1, from Botany Road to O'Riordan Street, and Separable Portion 2A, from O'Riordan Street up to the Bourke Road intersection, were completed in July 2024.
15. Separable Portion 2B, the Bourke Road intersection, is currently under construction, with completion expected in late 2026.

Options

16. Tenders could be sought from alternative construction contractors to complete the works. This is not recommended as it will further delay the project and it is anticipated that costs would increase beyond the value of the contract variation that is being sought under this report.

Public consultation

17. The project scope was publicly exhibited as part of the Review of Environmental Factors (REF) approval process in 2018 and again in 2021 following changes to the design.
18. During construction, there will continue to be close liaison between property owners, businesses, City staff and the contractors to minimise disruption to properties in the area. The contractor has a Community Liaison Officer in place for the project.

KIM WOODBURY

Chief Operating Officer

Sam Wheatley, Delivery Manager

CONFIDENTIAL

By virtue of the Local Government Act 1993 Section 10A Paragraph 2

Document is Restricted

Item 11.**Tender - T-2025-1526 - Security Services for Patrols and Alarm Response and Major Events and Festivals**

File No: X132266.005

Tender No: T-2025-1526

Summary

This report provides details of the tenders received for Security Services for Patrols and Alarm Response and Major Events and Festivals.

The tender sought suitably qualified service providers capable of delivering reliable, compliant and scalable security services across the City's property portfolio and major public events.

The tender was structured into 2 separable parts. Service providers were invited to tender on one or both parts.

Part 1 - Patrols and Alarm Responses: Patrol and alarm responses require the engagement of personnel for the provision of security patrols and lock up services on a scheduled or ad hoc basis and to provide alarm response services to the City's properties, as required.

Part 2 – Major Events and Festivals: Major Events and Festivals require the engagement of security personnel to support the safe delivery of events such as New Year's Eve, Sydney Lunar Festival, Art & About Sydney, Sydney Christmas decorations and concerts and other outdoor and street events run by the City. These personnel require qualifications in crowd control, traffic control, and the responsible service of alcohol (RSA).

This report recommends that Council accept the tender offer of Tenderer N for Part 1 - Patrols and Alarm Responses and the tender offer of Tenderer B for Part 2 - Major Events and Festivals.

Recommendation

It is resolved that:

- (A) Council accept the tender offer of:
 - (i) Tenderer N for Part 1 - Patrols and Alarm Responses for the schedule of rates outlined in Confidential Attachment B to the subject report for a period of 3 years, with the option of 3 further terms of 1 year each, subject to satisfactory performance and the ongoing requirements of Council
 - (ii) Tenderer B for Part 2 - Major Events and Festivals for the schedule of rates outlined in Confidential Attachment B to the subject report for a period of 3 years, with the option of 3 further terms of 1 year each, subject to satisfactory performance and the ongoing requirements of Council
- (B) Council note that the total contract values and contingencies for the contracts for Part 1 - Patrols and Alarm Responses and Part 2 - Major Events and Festivals are outlined in Confidential Attachment A to the subject report
- (C) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contracts relating to the tender
- (D) authority be delegated to the Chief Executive Officer to exercise the options referred to in clause (A), if appropriate.

Attachments

Attachment A. Tender evaluation summary (Confidential)

Attachment B. Schedule of rates (Confidential)

Background

1. The City requires dedicated security services for patrols and alarm response and for major events and festivals. These services support the protection of more than 200 City-owned properties, staff, community facilities, public assets and the safe delivery of high-profile public events.
2. This tender consolidated the market approach for these service streams while allowing each part to be awarded independently to achieve the best operational outcome.
3. The services required by the City include:
 - (a) Part 1 - Patrols and Alarm Responses:
 - (i) The City owns more than 200 properties, with alarm systems installed across more than 80 locations monitored through the Security and Emergency Operations Centre. The properties include corporate facilities occupied by City employees, commercial properties, community facilities and open public spaces.
 - (ii) The services include scheduled internal and external patrols, lock-up and unlock services, proactive inspections of higher-risk sites, 24/7 alarm responses in accordance with Australian Standards, static guarding where required, GPS-verified proof-of-presence, digital incident reporting and secure reporting systems. The objective is to protect assets, support staff and visitors, minimise operational disruption and provide transparent, auditable service delivery.
 - (iii) Upon activation of an alarm the service provider will be engaged to attend the site and investigate the cause of the alarm and report their findings.
 - (iv) The provider will also undertake regular random patrols on a number of properties determined to be at a higher risk of vandalism or unauthorised access and ensure these properties remain secure and protected. The service provider will attend a number of parks at predetermined times to ensure the park is vacated of members of the public and to lock the entry gates.
 - (b) Part 2 - Major Events and Festivals:
 - (i) The City delivers a diverse annual program of major public events including Sydney New Year's Eve, Sydney Lunar Festival, Sydney Christmas, Art & About, Sydney Streets, and other civic events.
 - (ii) The services include the provision of appropriately licensed and qualified security personnel, including crowd controllers, RSA-qualified staff, traffic management support and specialist security planning services where required. Services support safe, compliant event operations through scalable workforce deployment, incident management and collaboration with City staff and emergency services.
 - (iii) Major events such as New Year's Eve and Sydney Lunar Festival require the engagement of a large number of security personnel with qualifications in crowd control, traffic control, and the responsible service of alcohol.

Invitation to Tender

4. The Request for Tender was available on the City's e Tendering portal, Tenderlink, from Friday 27 March 2026. The closing date was 11am on Thursday 30 April 2026.
5. The Request for Tender was available on Supply Nation and NSW Indigenous Chamber of Commerce (NSW ICC) websites via their member opportunity boards.

Tender submissions

6. Tender submissions were received from 16 organisations:

Tenderer	ABN
Vicpro Security Pty Ltd trading as Allied Security Australia	39 639 130 457
Wilson Security Pty Ltd	90 127 406 295
Yates Security Pty Ltd	98 614 807 653
Zora Mgmt Pty Ltd trading as PSG Integrated Solutions	30 631 713 614
Akbar Enterprises Pty Ltd trading as ECS International Security and Investigations	54 084 230 277
Australian Concert and Entertainment Security Pty Ltd trading as ACES Group	16 002 990 794
Cube4 Security Pty Ltd	38 160 209 825
E Security Group Pty Ltd	19 663 549 022
Golden Eagle Security Pty Ltd	12 657 826 858
MS Group Australia Pty Ltd trading as MS Protective Services	46 638 487 813
National Integrated Services Pty Ltd trading as NIS Security	70 669 473 661
New Start Australia Pty Ltd	82 153 382 533
Nova Security Group Pty Ltd	16 624 477 907

Tenderer	ABN
OM Security Pty Ltd trading as Partisan Protective Services	56 167 893 610
SCS Corp Pty Ltd trading as SCS Cross Security Corp (SCS)	41 619 602 112
Southern Cross Protection Pty Ltd	93 094 077 255

7. No late submissions were received.

Tender evaluation

8. All members of the Tender Evaluation Panel completed and signed Conflict of Interest Declarations.
9. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender evaluation summary – Attachment A.
10. All submissions were assessed in accordance with the approved evaluation criteria being:

Evaluation Criteria - Part 1 - Patrols and Alarm Responses	Evaluation Weightings
Company Capacity - Company experience which demonstrates an ability to deliver patrol and alarm services of a similar size and scale	25%
Organisation capacity – demonstrated adequate quantity of guards to service contract requirements, ability to meet out of hours work requirements, ability to service seasonal requirements, and conformance with Fair Work Requirements	25%
Proposed Methodology	25%
Demonstrated commitment to Aboriginal and Torres Strait Islander Involvement; Commitment to Corporate Social Responsibility; Commitment to Sustainable Outcomes and Environmental Management	5%
WHS Compliance and Commitment to Child Safety – Quality of WHS Management Policy and sample Safe Work Method Statements	15%
Modern Slavery Act Compliance	5%

Evaluation Criteria - Part 1 - Patrols and Alarm Responses	Evaluation Weightings
Financial and commercial trading integrity, including insurances Material acceptance of the City's standard form contract	Mandatory
Material acceptance of the City's standard form contract	Mandatory
Schedule of Rates	Mandatory

Evaluation Criteria - Part 2 - Major Events and Festivals	Evaluation Weightings
Company experience which demonstrates an ability to deliver major event and festival security services of a similar size and scale	25%
Organisation capacity – demonstrated adequate quantity of guards to service contract requirements, ability to meet out of hours work requirements, ability to service seasonal requirements, and conformance with Fair Work Requirements	25%
Proposed Methodology	25%
Demonstrated commitment to Aboriginal and Torres Strait Islander Involvement; Commitment to Corporate Social Responsibility; Commitment to Sustainable Outcomes and Environmental Management	5%
WHS Compliance and Commitment to Child Safety – Quality of WHS Management Policy and sample Safe Work Method Statements	15%
Modern Slavery Act Compliance	5%
Financial and commercial trading integrity, including insurances Material acceptance of the City's standard form contract	Mandatory
Material acceptance of the City's standard form contract	Mandatory
Schedule of Rates	Mandatory

Performance measurement

11. The successful tenderers will be monitored and managed using the following performance evaluation criteria:
 - (a) Part 1 - Patrols and Alarm Responses
 - (i) Scheduled patrols - patrols completed and within allocated time frames
 - (ii) Scheduled unlocks and lock ups - unlocks/lockups completed and within allocated time frames
 - (iii) Alarm responses - (6pm to 6am, Monday to Friday, all day Saturday, Sunday and Public Holidays) - intruder alarm responses completed within Australian Standard (<45 minutes)
 - (iv) Alarm responses - day (Monday to Friday, 6am to 6pm) - intruder alarm responses completed within Australian Standard (<90 minutes)
 - (v) Legislative Compliance - demonstrate compliance with all legislative requirements
 - (vi) Invoicing - invoices provided in agreed timings and accurate
 - (vii) Meetings - cadence of meetings with contract manager
 - (b) Part 2 - Major Events and Festivals
 - (i) Event scheduled bookings, attendance, briefings - staff commenced duties on time, appropriately qualified or skilled, briefed for deployment
 - (ii) Qualifications and suitability of staff members - staff commenced duties, appropriately qualified or skilled for deployment with appropriate PPE equipment/uniform required
 - (iii) Meetings - meetings attended or reports submitted
 - (iv) Legislative compliance - demonstrate compliance with all legislative requirements
 - (v) Work Health and Safety compliance - staff adequately trained and compliant with all required protocols
12. The quality of security services will be monitored through regular contract management meetings with the service providers to review service delivery, performance and compliance with contractual requirements.
13. Contractor performance will be assessed throughout the contract term against the Key Performance Indicators (KPIs) outlined in the contract, with a formal performance review undertaken outlined as per the contract.

Risks

14. Risks were identified prior to the release of the tender and informed the development of the specification, procurement approach and evaluation criteria. The risks associated with the provision of security services are considered high due to the legislative and regulatory compliance requirements, the nature of the services, and the level of interaction with the community, staff, visitors, assets and facilities.
15. To address these risks, the tender evaluation focused on tenderers' demonstrated experience, capability and understanding of the service requirements, their ability to allocate sufficient and appropriately qualified resources and deliver the services effectively, and their capacity to contribute to the City's strategic objectives and service outcomes.
16. Engaging a suitably qualified and adequately resourced service provider mitigates operational risks that could result in reputational damage, financial loss, service disruption, or harm to people and property. This procurement reduces the City's exposure to risks affecting the health, safety and wellbeing of City staff, residents, visitors, event attendees and the protection of City assets and facilities.
17. There is a risk that inadequate workforce management practices, including rostering, timekeeping and labour oversight, may lead to service delivery deficiencies, invoicing inaccuracies, workplace non-compliance, or worker exploitation. This risk is mitigated through the assessment of tenderers' workforce management systems, labour practices, compliance controls and modern slavery risk management measures as part of the tender evaluation process.
18. 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) 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.
 - The City has minimal appetite for disruption to our regulatory functions, especially those that affect public safety, front line service and our core corporate functions and business systems.
 - (b) People risk appetite:
 - The City is committed to the health, safety and wellbeing of our workers, residents, visitors and others who interact with our assets, operations and services.
 - The City recognises that health and safety risks are inherent in all of our activities and operations and in the public domain for which we are responsible. We also recognise that many incidents, injuries and harm are preventable and that proactive risk management is crucial to achieving a safe and healthy environment for everyone.

- We acknowledge that achieving a risk-free environment is not feasible, especially in the public domain. We therefore aim to minimise health, safety and wellbeing risks within our organisation and in the public domain as far as reasonably practicable and in keeping with our legal obligations.
- (c) Reputation and image risk appetite:
- The City has minimal appetite for risk that impacts our reputation, standing and brand with the community, media, stakeholders, investors, other levels of government and overseas.

Financial implications

19. There are sufficient funds allocated for these services within the current year's operating budget and future years' forward estimates.
20. The total contract values and contingencies for both Part 1 - Security Services for Patrols and Alarm Response and Part 2 - Major Events and Festivals are detailed in Confidential Attachment A.

Relevant legislation

21. The tender has been conducted in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021.
22. Local Government Act 1993 - Section 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.
23. Attachments A and B contain confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business and
 - (b) prejudice the commercial position of the person who supplied it.
24. 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

25. An executed contract for Patrols and Alarm Responses must be in place by 1 September 2026 to align with the expiry of the current contract and ensure ongoing planning and delivery of services across the City.
26. An executed contract for Major Events and Festivals must be in place by mid-September 2026 to allow for planning and delivery of services ahead of the upcoming 2026/2027 event season.

VERONICA LEE PSM

Executive Director City Services

Christine Golledge, Contract and Systems Manager - Security and Emergency Management

Mick Darda, Senior Production Manager, Major Events and Festivals

EMMA RIGNEY

Executive Director City Life

CONFIDENTIAL

By virtue of the Local Government Act 1993 Section 10A Paragraph 2

Document is Restricted

CONFIDENTIAL

By virtue of the Local Government Act 1993 Section 10A Paragraph 2

Document is Restricted