

14 September 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. Investments Held as at 31 August 2026**
- 4. Project Scope - Paddington Town Hall Major Renewal**
- 5. International Travel - 40th Anniversary Sister City Celebrations - Guangzhou, China**
- 6. Tender - Reject and Negotiate and Contract Variation - T-2025-1717 - Operation and Maintenance of the Green Square Water Reuse Scheme**

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.

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Guidelines

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

1. Register to speak by calling Secretariat on 9265 9702 or emailing secretariat@cityofsydney.nsw.gov.au before 10:00am on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a 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 17 August 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.

Investments Held as at 31 August 2026

File No: X127618

Summary

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

The City's total investment and cash position was \$703.8M at 31 August 2026, with investments earning interest of \$2.7M for the month.

The annual CPI inflation rate was 3.5% in the 12 months to July 2026, easing down from 3.8% in the 12 months to June 2026. The July 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 11 August 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 (\$271.5M) and external (\$88.5M) 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 (\$343.8M) 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. 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 August 2026 be received and noted.

Attachments

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

Attachment B. Investment performance as at 31 August 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 August 2026 was \$703.8M, an increase of \$97M from 31 July 2026. The net monthly movement reflects operating income, most of which was received from the first instalment of rates receipts, in excess of capital works expenditure and other operational payments for the period. A schedule detailing all the City's investments as at the end of August 2026 is provided at Attachment A.
4. The City achieved an annualised monthly return of 4.92% for August, 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 4.79% continues to exceed the 12-month average 30 Day BBR of 3.90%, the latest AusBond 12 Month Average Bank Bill Index of 3.99% and the enhanced benchmark of 4.35% (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.

Financial implications

9. The City's investments earned interest of \$2.7M for the month of August 2026, slightly below but broadly in line to the monthly budgeted earnings of \$2.9M.

Relevant legislation

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

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

Public consultation

15. 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.
16. 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.
17. 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 \$55M in eleven tranches with this Green Tailored deposit.

18. 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.
19. As at August 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.
20. 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-long term.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

**Register of investments and cash
as at 31 August 2026**

Register of Investments and Cash for August 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-	140,450,836.02	140,450,836.02	0.36%	4.35%	4.35%	1-Sep-26	31-Aug-26	0
Commonwealth Bank	AA-	901,350.42	901,350.42	0.35%	4.25%	4.25%	1-Sep-26	31-Aug-26	0
Total		141,352,186.44	141,352,186.44	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%	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	AA-	5,000,000.00	5,000,000.00	0.45%	5.36%	5.36%	16-Jul-27	5-Aug-26	11
ANZ Bank	AA-	5,000,000.00	5,000,000.00	0.44%	5.31%	5.31%	20-Jul-27	24-Aug-26	11
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.44%	5.32%	5.32%	23-Jul-27	25-Aug-26	11
Great Southern Bank	BBB+	5,000,000.00	5,000,000.00	0.45%	5.45%	5.45%	27-Jul-27	31-Aug-26	11
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 + 73 points)	AA-	5,000,000.00	5,000,000.00	0.43%	5.22%	4.83%	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%	4.83%	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%	4.83%	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%	4.87%	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%	4.89%	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%	4.87%	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%	4.86%	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%	4.87%	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%	4.90%	2-Apr-27	3-Apr-24	36
Total		395,000,000.00	395,000,000.00	0.41%	4.90%	4.87%			

Register of Investments and Cash for August 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%	4.84%	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%	4.47%	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%	4.79%	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%	4.66%	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%	4.69%	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%	4.77%	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%	6.16%	5.64%	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	0.46%	5.51%	4.99%	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%	5.22%	4.71%	18-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%	4.96%	22-Mar-27	22-Mar-24	36
ANZ Bank (90 day BBSW + 97 points)	AA-	4,000,000.00	4,000,000.00	0.46%	5.48%	4.96%	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	0.46%	5.51%	4.99%	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%	5.54%	5.04%	20-May-27	20-May-22	60
Suncorp Bank (3 months BBSW + 110 points)	AA-	3,750,000.00	3,750,000.00	0.47%	5.59%	5.09%	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%	4.67%	18-Oct-27	18-Oct-24	36
Great Southern Bank (3months BBSW + 103 points)	BBB+	2,400,000.00	2,400,000.00	0.46%	5.55%	4.98%	1-Nov-27	1-Nov-24	36
ANZ Bank (90 days BBSW + 120 points)	AA-	4,000,000.00	4,000,000.00	0.48%	5.72%	5.18%	4-Nov-27	4-Nov-22	60
Westpac Banking Corporation (90 days BBSW + 123 points)	AA-	5,000,000.00	5,000,000.00	0.48%	5.75%	5.22%	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%	5.70%	5.19%	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%	5.24%	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%	5.09%	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%	4.74%	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%	5.02%	12-Jul-28	12-Jul-23	60
Commonwealth Bank (3 month BBSW + 95 points)	AA-	3,000,000.00	3,000,000.00	0.45%	5.46%	4.94%	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%	4.90%	15-Sep-28	15-Sep-23	60
Bendigo & Adelaide Bank (90 days BBSW + 96 points)	A-	1,500,000.00	1,500,000.00	0.46%	5.51%	4.95%	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%	5.45%	4.98%	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%	5.54%	5.02%	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%	5.26%	4.84%	20-Nov-28	20-Nov-25	36
Bank Australia (3months BBSW + 103 points)	BBB+	4,000,000.00	4,000,000.00	0.46%	5.58%	5.11%	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%	4.96%	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%	5.45%	4.94%	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%	4.91%	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%	4.85%	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%	5.51%	5.01%	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%	4.94%	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%	5.33%	4.81%	14-Nov-29	14-Nov-24	60
Commonwealth Bank (3 month BBSW + 84 points)	AA-	2,000,000.00	2,000,000.00	0.44%	5.29%	4.81%	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%	5.19%	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%	4.83%	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%	5.42%	4.92%	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%	4.93%	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%	4.85%	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%	4.84%	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%	4.99%	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%	5.19%	4.92%	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
ANZ Bank (90 days BBSW + 66 points)	AA-	4,000,000.00	4,000,000.00	0.43%	5.15%	5.15%	21-Aug-31	21-Aug-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%	6.04%	5.68%	22-Feb-27	22-Feb-23	48
Total		167,450,000.00	167,450,000.00	0.45%	5.44%	4.97%			
Total Investments		703,802,186.44	703,802,186.44	0.41%	4.92%	4.79%			
Benchmark: 30 Day Bank Bill Index				0.36%	4.32%	3.90%			
Benchmark: Bloomberg AusBond Bank Bill Index				0.38%	4.56%	3.99%			
TOTAL INVESTMENTS & CASH		703,802,186.44	703,802,186.44						
Note:									
Total Investments & cash- as per investment report		703,802,186.44							
IGS Sinking Fund Balance - as at August 2026		3,300,555.20							
Net reconciling amount - closing Bank Balance (per register above) and closing General Ledger account balance (timing difference)		-15,229,998.11							
Total Investments & cash - as per general ledger balance		691,872,743.53							

Summary of Net Investment Movements - August 2026

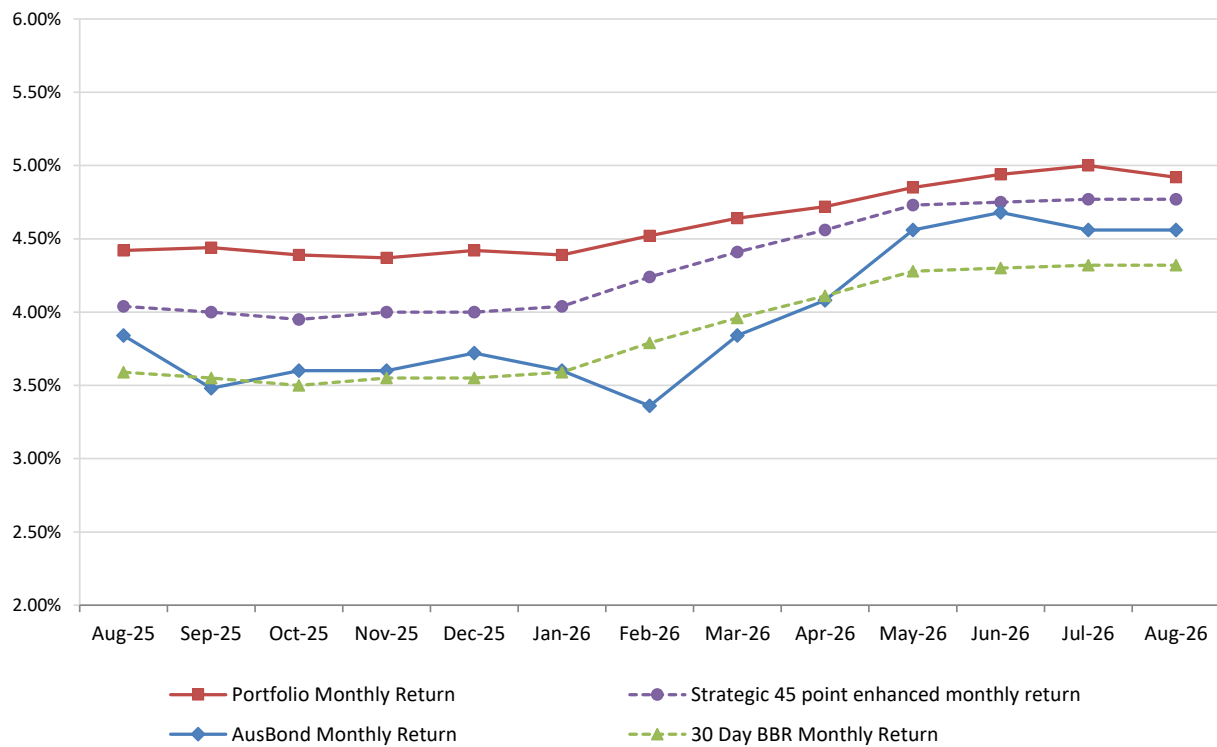
Financial Institution	Fund Rating	Net Investment/(Reduction) Amount \$	Commentary
<u>General Fund & Call Account</u>			
Westpac Banking Corporation - General Fund Account	AA-	108,000,000	Additional funds received from rates and other income held in call account for a property acquisition anticipated in September 2026
<u>Term Deposits (TDs)</u>			
National Australia Bank	AA-	(5,000,000)	Redeemed matured investments utilised for operational purposes, or placed in higher yielding investments.
Westpac Banking Corporation	AA-	(30,000,000)	
ANZ Bank	AA-	5,000,000	Rates income received in August and redeemed matured investments placed in higher yielding term deposits.
Great Southern Bank	BBB+	10,000,000	
ING Bank	A+	5,000,000)	
<u>Floating Rate Notes (FRNs)</u>			
ANZ Bank	AA-	4,000,000	Rates income received in August and redeemed matured investments placed in higher yielding floating rate note

Attachment B

**Investment performance
as at 31 August 2026**

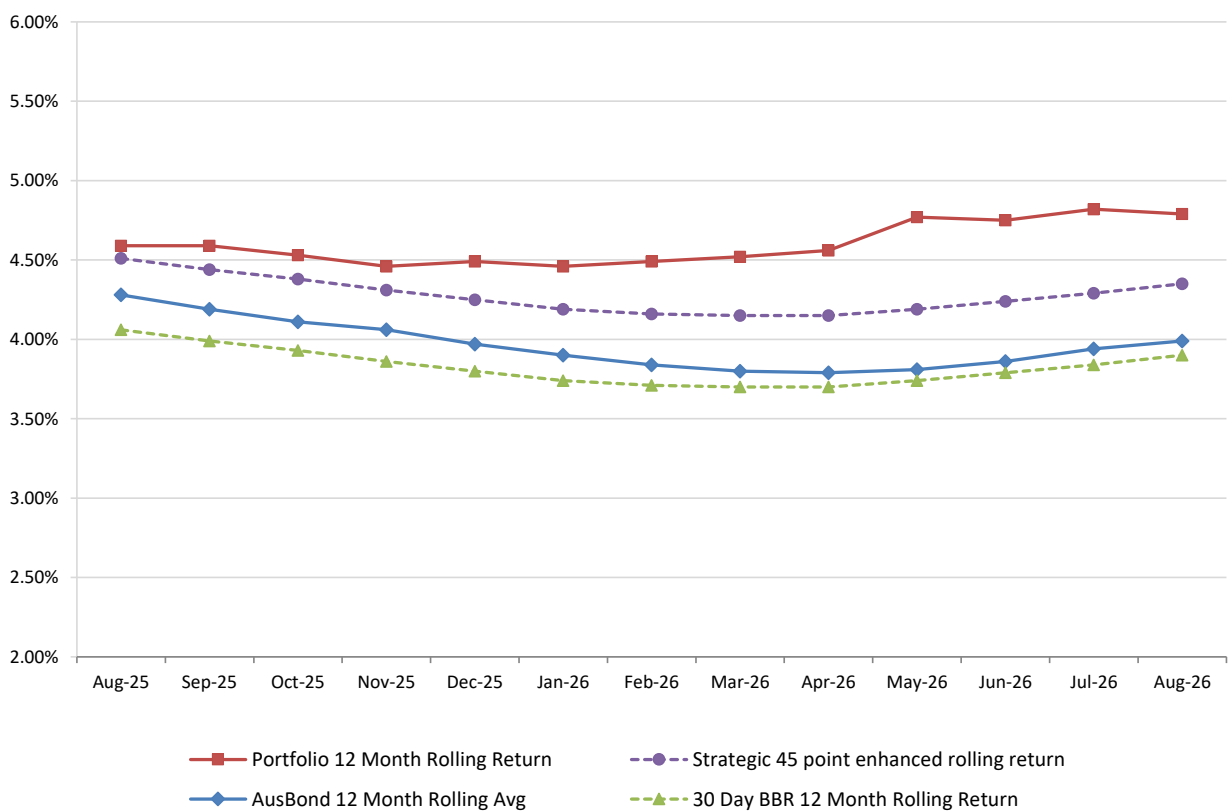
Monthly Results

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

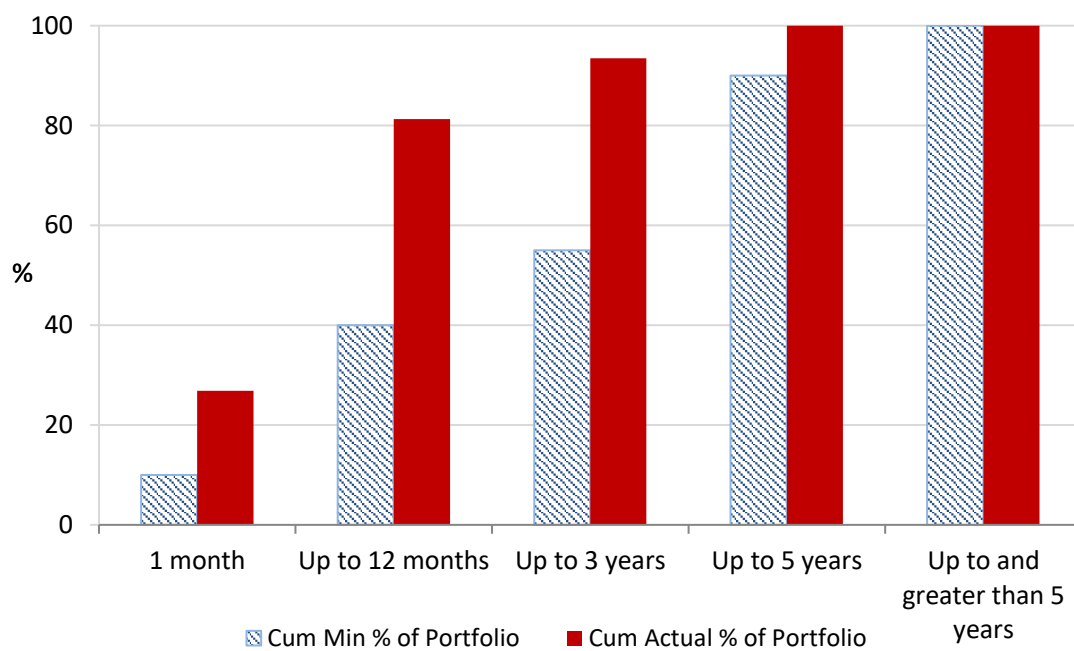


12 Month Rolling Averages

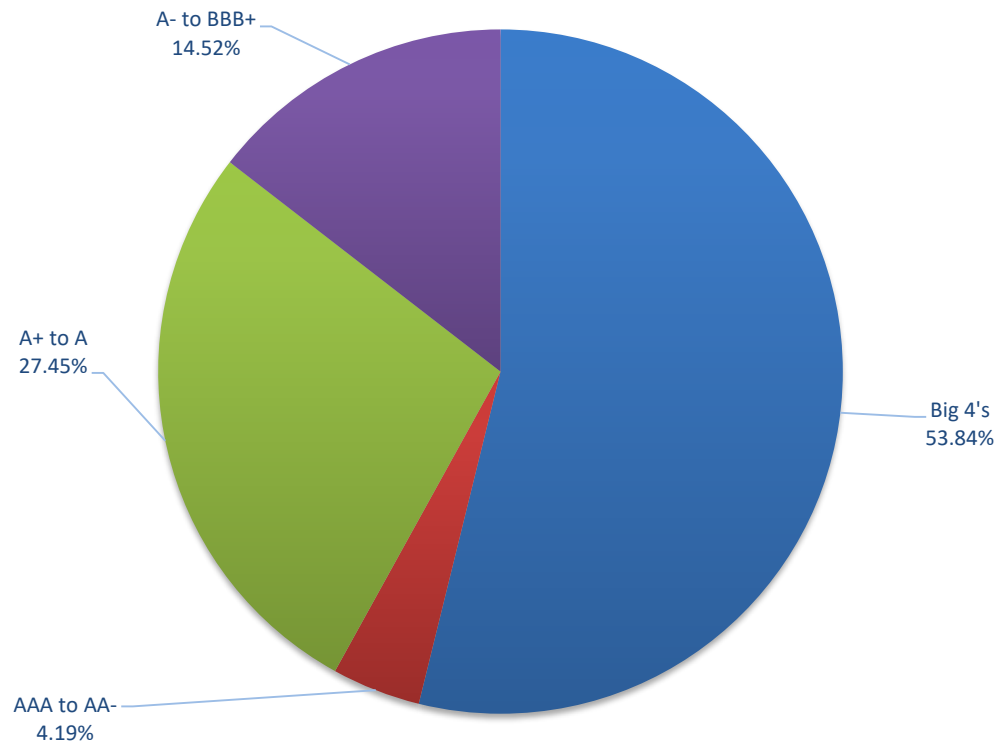
Actual Portfolio vs Strategic Enhanced Benchmark vs AusBond Benchmark vs 30 Day BBR Benchmark August 2026



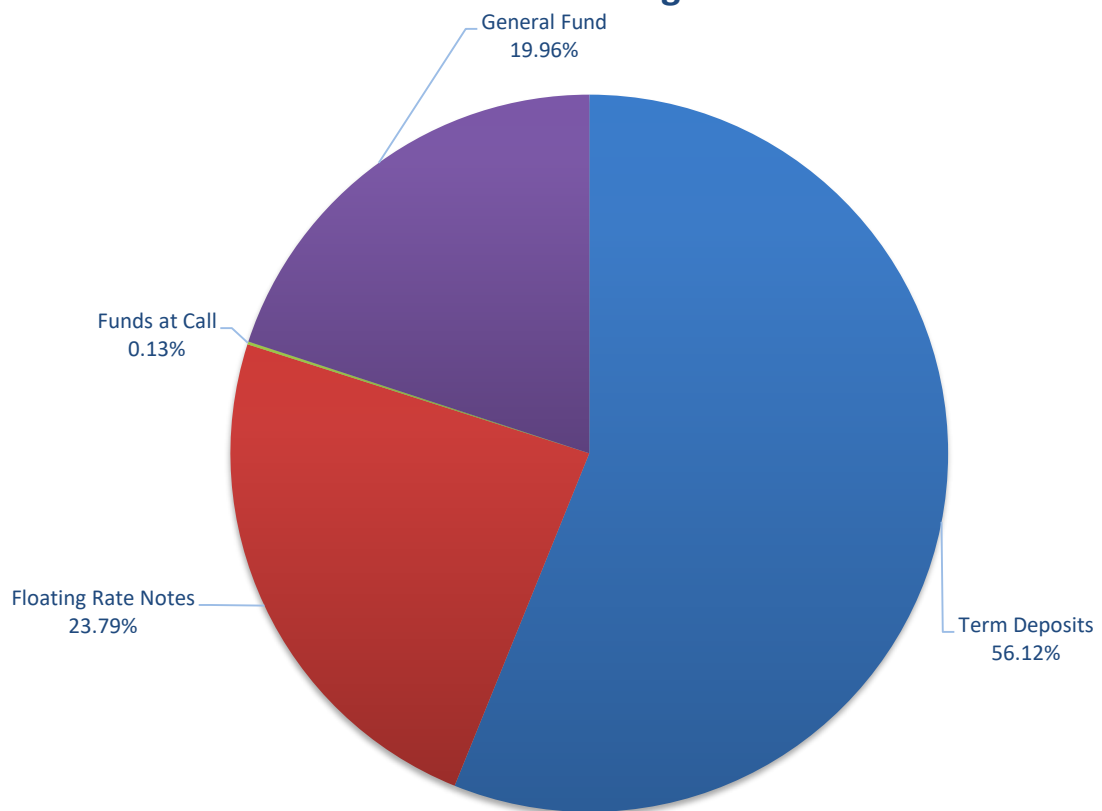
Portfolio Liquidity - Minimum Allocations as at 31 August 2026



Risk Profile as at 31 August 2026



Risk Profile as at 31 August 2026



INVESTMENT AND CASH DISTRIBUTION BY FINANCIAL INSTITUTION

as at 31 August 2026

Institution Category	Financial Institution	Amount \$M	Financial Inst. %	Institution Cat. %
Australian Big 4 Bank's	ANZ Bank	32.0	4.5	
	Commonwealth Bank	14.2	2.0	
	National Australia Bank	94.0	13.3	
	Westpac Banking Corporation	238.9	33.9	
Big 4 Total		379.0		53.8
Other Australian ADIs and Australian subsidiaries of foreign institutions	Bank Australia Limited	8.5	1.2	
	Bank of Queensland	12.0	1.7	
	Bendigo & Adelaide Bank	8.5	1.2	
	Great Southern Bank (formerly Credit Union Australia)	64.1	9.1	
	ING Bank	89.2	12.7	
	Suncorp Bank	29.5	4.2	
	Macquarie Bank Ltd	4.0	0.6	
	Rabobank Australia	100.0	14.2	
	Newcastle Greater Mutual Group Ltd	9.1	1.3	
Other ADI Total		324.9		46.2
Grand Total		703.8	100.0	100.0

Note:

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

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

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

Item 4.

Project Scope - Paddington Town Hall Major Renewal

File No: X106770

Summary

This report outlines the proposed scope of works for the renewal and upgrade of Paddington Town Hall.

Paddington Town Hall is the City's second largest Town Hall after Sydney Town Hall. The building is state heritage listed for its social significance and as a landmark within the Victorian Free Classical Architectural style.

Originally built in 1891, the building has undergone progressive expansion and changes in use in response to changing community and social needs. The last major renewal and upgrade works were completed in the 1990s.

Whole of building renewal and upgrade works are now required due to the age and condition of building services and fit-out and low utilisation of key spaces. The project scope has been informed by a detailed review of building condition and current management / utilisation of the spaces along with community feedback and includes:

- (a) Heritage restoration works, and renewal and upgrade of building services, interior finishes and fit-out.
- (b) Returning the former Chauvel Cinema tenancy (currently vacant) to its original form as a large hall with flat floor / high ceilings / natural light to be managed as a venue-for-hire space available for a range of community and cultural uses, including film screenings.
- (c) Returning the former Oatley Road accommodation grant program tenancy (currently vacant) to its original form as a large hall with flat floor / high ceilings / natural light to be a venue-for-hire space available for a range of community and cultural uses including rehearsals.
- (d) Consolidating the Oxford Street Accommodation grant program tenancy (currently leased to Eastside Radio) with the adjoining Paddington Library.
- (e) Creating a new shared foyer with passenger and goods lifts, new accessible toilet facilities and shared back of house facilities (kitchen, storage etc).

The Paddington Town Hall renewal and upgrade project will deliver a revitalised building enabling the next 50 years of community and cultural uses for Paddington.

This report outlines the scope of works and recommended use of spaces at Paddington Town Hall and seeks Council endorsement to proceed to required planning approvals, detailed design, documentation and construction of the works.

Recommendation

It is resolved that:

- (A) Council endorse the recommended project scope and use of spaces at Paddington Town Hall as described in the subject report for progression to required planning approvals, detailed design and documentation, and construction of works
- (B) Council endorse in principle the relocation of Eastside Radio to the lower ground floor accommodation grant program tenancy at 50-52 Darlinghurst Road, Kings Cross, subject to the terms as described in the subject report
- (C) authority be delegated to the Chief Executive Officer to negotiate and enter into any agreements with Woollahra Municipal Council and Eastside Radio Station that are required to give effect to (A) and (B) above.

Attachments

- Attachment A.** Engagement report - Paddington Town Hall renewal: phase 1
- Attachment B.** Summary of recommended scope of works

Background

1. Originally built in 1891, Paddington Town Hall is a State Heritage listed building at the corner of Oxford Street and Oatley Road, Paddington. It is the City's second-largest town hall after Sydney Town Hall.
2. The building has undergone progressive expansion and changes in use and management in response to changing community needs and Local Government Area boundary re-alignments.
3. The building was originally built in 2 stages with the first stage of works completed in 1891, delivering a 2-storey building to Oxford Street with municipal uses on the ground floor and a major hall (Stapleton Hall) on Level 1.
4. In 1923 the building was expanded with the construction of a 2-storey extension to Oatley Road delivering 2 new hall spaces (Hall 1 and Hall 2) and a shared foyer. The use of the halls in the Oatley Road extension continued as community use through until the 1950s when the ground floor hall was converted into a library. In the 1970s the level 1 hall was converted to a cinema.
5. The building was last substantially renewed in the 1990s when Gazzard Sheldon Architects were commissioned by The Council of South Sydney. The works extended to all building areas and included the relocation of the library to its current location on Oxford Street, construction of a second cinema space and creation of 2 separate tenancies which have been operated as Accommodation Grant Program tenancies for a number of years.
6. Current spaces / uses and management models are as follows:
 - (a) Paddington Library - jointly operated by City of Sydney and Woollahra Council
 - (b) Stapleton Hall - major venue for hire operated by the City
 - (c) Chauvel Cinema (Former Hall 2) - previously leased to commercial operator, currently vacant
 - (d) Oatley Road accommodation grant program (AGP) Tenancy (Former Hall 1) - previously leased to a creative media tenant, currently vacant
 - (e) Oxford Street accommodation grant program Tenancy (87 sqm) - currently leased to Eastside Radio Station.
7. The City has allocated funding in its Long-Term Financial Plan to deliver the next stage of renewal and upgrade works at Paddington Town Hall to enable the next 50 years of operation of this valued community facility.
8. A head design consultant (NMBW Architecture Studio) has been engaged and concept design completed, clarifying the scope of works and the required budget.

Recommended Use of Community / Cultural Spaces

9. A detailed review of building condition and current management / utilisation of the spaces along with community feedback was completed to inform the development of the project.
10. This review identified the following key issues:
 - (a) Stapleton Hall - Utilisation of this space has been limited due to access constraints (single lift) and conflicts between uses, in particular complaints regarding noise spill / disruption to the former Chauvel Cinema.
 - (b) Oxford Street accommodation grant program Tenancy - The tenancy space is highly constrained and split over 2 levels with no accessible path of travel to the lower ground floor space. Due to the limited size of the existing tenancy provision of an accessible path of travel is not feasible.
 - (c) Chauvel Cinema Commercial Tenancy - Major renewal and upgrade works are required to the space and demand for cinema space and operational viability (commercial or City / creative sector led) is challenging due to:
 - (i) Constraints of the existing spaces and limited number of seats / screens
 - (ii) Availability of nearby facilities with multiple screens including Hoyts Moore Park (9 screens), Palace Cinemas Moore Park (4 screens) and Event Cinemas Bondi Junction (11 screens)
 - (iii) The opening of the 339-seat Sydney Cinémathèque at the Art Gallery of New South Wales in March 2026 with a focus on 'curated cinema'.
 - (d) Oatley Road accommodation grant program Tenancy - Major renewal and compliance upgrade works are required to the space and the current fit-out with multiple small rooms / mezzanine structures restricting the use of the space.
11. At the conclusion of the review, it is recommended to make a number of changes to current use of spaces within Paddington Town Hall, including:
 - (a) Returning the former Chauvel Cinema tenancy (currently vacant) to its original form as a large hall with flat floor / high ceilings / natural light. The hall is proposed to be a venue-for-hire available for a range of community and cultural uses, including film screenings.
 - (b) Returning the former Oatley Road accommodation grant program tenancy (currently vacant) to its original form as a large hall with flat floor / high ceilings / natural light. The hall is proposed to be a venue-for-hire available for a range of community and cultural uses including rehearsals.
 - (c) Consolidating the Oxford Street Accommodation grant program tenancy (currently leased to Eastside Radio) with the adjoining Paddington Library.
 - (d) Creating a new shared foyer with passenger and goods lifts, new accessible toilet facilities and shared back of house facilities (kitchen, storage etc).

12. Stapleton Hall is recommended to be retained as a major venue for hire space with fit-out to support increased utilisation for community and cultural activities including performances, exhibitions and events.
13. Paddington Library is recommended to be retained and expanded with ongoing joint management by the City and Woollahra. The library is required to be temporarily re-located for the duration of construction works and these temporary arrangements were endorsed by Council in May 2026.

Impacts and Benefits of Proposed Changes

14. The proposed change of use to the former Chauvel Cinema tenancy and Oatley Road accommodation grant program tenancy will improve utilisation of these spaces and will deliver 2 major new venue for hire spaces accessible to a broad range of user groups.
15. The proposed consolidation of the Oxford Street accommodation grant program tenancy with the library space will provide an additional 60-65sqm of library floor space and will result in the termination of the current accommodation grant program lease with Eastside Radio Station.
16. Subject to Council endorsement it is proposed to offer Eastside Radio the opportunity to relocate to the lower ground floor accommodation grant program tenancy at 50-52 Darlinghurst Road, Kings Cross. The relocation is proposed to be offered on an up to 5-year term.

Recommended Project Scope

17. The key objectives for the project are to:
 - (a) deliver a revitalised community facility completing all required renewal and upgrade works to enable the next 50 years of community and cultural use and
 - (b) maximise the utilisation of all areas within the building.
18. The vision for the project is to be:
 - (a) A flexible cultural and community building - retaining, rebuilding and reimagining Paddington Town Hall to provide flexible, multipurpose cultural and community spaces.
 - (b) A circular design - leveraging enhancing and extending the useful life of the building, prioritising reuse, repair, recycling and retention of building fabric.
 - (c) A lively local landmark - modernising the building's services and facilities to support the on-going community and cultural use and identity of the site.
19. The project scope includes:

A Renewed Entry

20. The Oatley Road building entry will be renewed and open into a generous foyer which will provide a shared circulation and gathering space connecting the ground and first floor community and cultural facilities.

21. The foyer will provide access to shared facilities (toilets, kitchen, storage etc) and include new stairs along with a passenger and goods lift providing universal and service access to all areas of the building.

Renewed Community and Cultural Facilities

22. Paddington Library - Works within the library will include required renewal of building services and finishes and conversion of the current Oxford Street accommodation grant program tenancy to library space.
23. Stapleton Hall - Works to the original hall will include required renewal of building services, repair / restoration of heritage elements and interior finishes and fit-out to support ongoing use as a multi-purpose venue-for-hire.
24. Hall 1 (Former Oatley Road accommodation grant program tenancy) - Works will include removal of a series of internal walls and mezzanine floors to return the space to its original configuration, creating a large hall with high ceilings and natural light. Building services renewals, and the interior finishes and fit-out of the space will support a range of community and cultural uses.
25. Hall 2 (Former Chauvel Cinema Commercial tenancy) - Works will include removal of the raked floor and cinema seating, restoration of the heritage ceiling and reinstatement of windows to return the space to its original configuration, creating a large hall with high ceilings and natural light. Building services renewals, and the interior finishes and fit-out of the space will support a range of community and cultural uses.

Sustainability

26. Embodied Carbon - The project prioritises reuse and retention of building fabric. The works will extend the useful life of the building and minimise the addition of new building fabric.
27. Water - Potable water will be used for essential services only. Non-potable water will be used for toilet flushing where permissible, subject to potential for dual reticulation in heritage building. Rainwater collection and storage will be maximised.
28. Electricity and Energy Use - Works will aim to reduce energy use through specification of energy efficient mechanical services and fixtures and fittings. Returning Hall 1 and Hall 2 to their original form will allow natural daylight to the building interiors reducing current building energy use.
29. Gas - The project will include removal of all gas to the site.

Heritage Restoration

30. The renewal and upgrade works will restore significant heritage fabric in accordance with the recommendations of the Conservation Management Plan.

Acoustics

31. Acoustic mitigation will focus on reducing noise transfer between spaces, rather than achieving full acoustic separation of the spaces. Improvements to acoustics will be achieved through measures such as air locks and ceiling insulation. Some noise transmission through the heritage structure is expected to remain but will be manageable given the proposed uses across the site.

Key Implications**Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision**

32. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This report is aligned with the following strategic directions and objectives:
- (a) Direction 3 - Public places for all - Renewal of Paddington Town Hall will contribute to a local main street as a thriving hub with creativity at its heart.
 - (b) Direction 7 - Resilient and diverse communities - Paddington Town Hall will strengthen connections and networks within local communities and businesses.
 - (c) Direction 8 - A thriving cultural life - The renewal and upgrade of Paddington Town Hall will deliver a revitalised community facility to enable the next 50 years of community and cultural uses for Paddington.

Organisational Impact

33. Paddington Town Hall will continue to be managed by the City of Sydney. Staffing requirements for the management of Hall 1 and Hall 2 as Venue for Hire spaces will be reviewed and may require additional resourcing, this will be considered in future year financial planning if required.

Risks

34. The renewal of Paddington Town Hall is a major project. Project risk assessments will be reviewed and updated through the life of the project in consideration of the principles in the City's risk appetite, which states that:
- (a) We are open to taking risks that align with our strategic objectives and are within our capacity to manage effectively.
 - (b) We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
 - (c) We identify and evaluate emerging risks to ensure timely and appropriate responses.

35. Key project risks include:

- (a) Community Support - Paddington Town Hall is located within a dense urban setting with residential developments in close proximity and the proposed building upgrade may not be supported by the community. A detailed engagement plan has been developed and early consultation has already been completed. Further consultation will be undertaken through the notification of the Development Application.
- (b) Existing Building Conditions - The first stage of the building was built in 1891 and the site has been subject to several stages of expansion and renewal / upgrade. Latent conditions may impact construction timeframes and budget. Early investigative works are scheduled to identify latent conditions prior to commencement of construction.

Social / Cultural / Community

36. The objective of the Paddington Town Hall renewal is to provide flexible, multipurpose community spaces that will enhance the existing social significance of the building and increase utilisation of existing spaces.

Environmental

37. The renewal and upgrade of Paddington Town Hall is aligned with the City's Environmental Strategy 2025-2030.

Economic

38. The increased utilisation of Paddington Town Hall has the potential to contribute to the local main street as a thriving hub and increase the economic activity in local businesses.

Financial Implications

39. A project budget of \$45 million was endorsed by Council in June 2026 and is included in the City's FY27 Long Term Financial Plan.

Relevant Legislation

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

Critical Dates / Time Frames

41. Current program dates are:

- | | | |
|-----|--------------------------------|------------------|
| (a) | Development application lodged | Late 2026 |
| (b) | Construction documentation | Early - mid 2027 |
| (c) | Construction tender | Mid - end 2027 |
| (d) | Construction start | Early 2028 |
| (e) | Construction finish | Mid 2029 |

Options

42. The whole-of-building renewal and upgrade works are required to be undertaken.

43. The following options were considered:

- (a) Option 1 – Changes in use as outlined in this report.
- (b) Option 2 – No change of use.

44. It is recommended to proceed with Option 1 as this will:

- (a) create 2 new large venue-for-hire spaces available for community and creative use
- (b) improve utilisation of Stapleton Hall through co-ordinated management of bookings
- (c) expand the improve the library.

45. The increase in utilisation capable of being supported through the proposed changes in use have already been demonstrated with bookings in Stapleton Hall increasing by approximately 30% since the former Chauvel Cinema commercial tenancy has been vacant.

Public Consultation

46. From 26 August 2025 to 25 September 2025, the community was asked about their connection to Paddington Town Hall. The consultation was promoted through email direct marketing and onsite signage. Consultation activities included an online survey and door knocking in the local area. Eighty-nine participants provided feedback through online surveys, written submissions and phone calls.

47. Key themes identified in the feedback included:
- (a) Protecting and celebrating the building's heritage and character, including the architectural detail.
 - (b) Better utilising spaces for community and creative activity, with more spaces available for affordable hire and more use of the main hall.
 - (c) Valuing and improving the cinema as a cultural space that needs refurbishment and more flexible use.
 - (d) Valuing and improving the library, especially adding quieter study areas and better amenities.
 - (e) Improving accessibility, including clearer entry points, better lift access and accessible facilities.
48. The recommended project scope has been developed in response to the feedback and includes restoration of the building's significant heritage fabric and improved accessibility and facilities, and the proposed changes in use will:
- (a) create 2 new large venues-for-hire spaces
 - (b) improve utilisation of Stapleton Hall through co-ordinated management and booking of spaces
 - (c) allow for more flexible use of the former Chauvel Cinema space as a venue-for-hire space which can host film screenings
 - (d) create approximately an additional 60-65qm of library floor space.
49. The next stage of consultation will incorporate statutory notification periods and exhibition undertaken as part of the Development Application process.

KIM WOODBURY

Chief Operating Officer

Matthew Taylor, Development Manager

Attachment A

**Engagement report –
Paddington Town Hall renewal: phase 1**

Engagement report - Paddington Town Hall renewal: phase 1



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Executive summary

The City of Sydney is developing a concept plan for the renewal of Paddington Town Hall, one of the city's most important civic buildings and a valued community landmark. This report summarises what we heard during community consultation undertaken in **August–September 2025**. The consultation asked people about their connection to the Paddington Town Hall, including how they use it, what they value most about it and what memories that they treasure.

Community feedback shows strong support for the renewal. People expressed deep affection for the building's heritage and architecture. They want to see its character protected and its facilities modernised. There was clear enthusiasm for strengthening the building's role as a community and cultural hub, as a place for connection, creativity and accessible local activity.

Key feedback themes included:

- **Protecting and celebrating the building's heritage and character**, including the architectural detail.
- **Better utilising spaces for community and creative activity**, with more spaces available for affordable hire and more use of the main hall.
- **Valuing and improving the cinema** as a cultural space that needs refurbishment and more flexible use.
- **Valuing and improving the library**, especially adding quieter study areas and better amenities.
- **Improving accessibility**, including clearer entry points, better lift access and accessible facilities.

Overall, participants expressed strong pride in Paddington Town Hall and want the renewal to make it more open, active and welcoming while preserving the qualities that make it unique.

Overview

Background

Paddington Town Hall is one of Sydney's most important civic buildings. Completed in 1891, it's the second-largest town hall in the area and a prominent example of Victorian Free Classical architecture. Designed by architect John Edward Kemp, it features rare interior elements by Walter Burley Griffin and is listed on the NSW State Heritage Register.

Over time, the building has adapted to meet changing community needs. Today, it includes an events hall, library, cinema and creative spaces but it has not had a major upgrade in more than 50 years.

We are developing a concept plan for the renewal to ensure Paddington Town Hall continues to support local culture, events, and community life for the next 50 years. Our goal is to make the landmark more welcoming, accessible, and functional. The proposed renewal project will modernise services and facilities while maintaining the building's historical and cultural significance.

Engagement

From **26 August 2025 to 25 September 2025**, we asked the community to tell us about their connection to Paddington Town Hall; how they use it, what they value and the memories they treasure.

We undertook consultation at this early stage in the project to ensure community needs influence planning for the project. Community input will inform operational considerations, programming decisions, and access improvements.

Consultation activities included an online survey and door knocking in the local area. The consultation was promoted in collaboration with Woollahra council through email direct marketing and onsite signage.

This report outlines the community engagement activities that took place to support the consultation and summarises the key findings from the consultation.

Purpose

The purpose of this early phase engagement was to inform and consult with the community and relevant stakeholders on the proposed renewal of Paddington Town Hall. While the overall use of the building is predetermined, feedback was sought to understand the community's perspective on how existing spaces are used, what improvements are needed, and how to enhance community access and experience.

Objectives

- Ensure the community is informed about the renewal project.
 - Provide opportunities for input into how the space is used, improvements, and programming.
 - Gather feedback on accessibility, inclusivity, and operational considerations.
-

Engagement reach

Eighty-nine participants provided feedback through online surveys, written submissions and phone calls. Promotion and outreach ensured local awareness and encouraged broad participation from residents, community organisations and local business groups. Survey respondents represent a good diversity of age ranges and Paddington Town Hall service users. Most respondents live in the area.

Figure 1. Engagement activity and responses

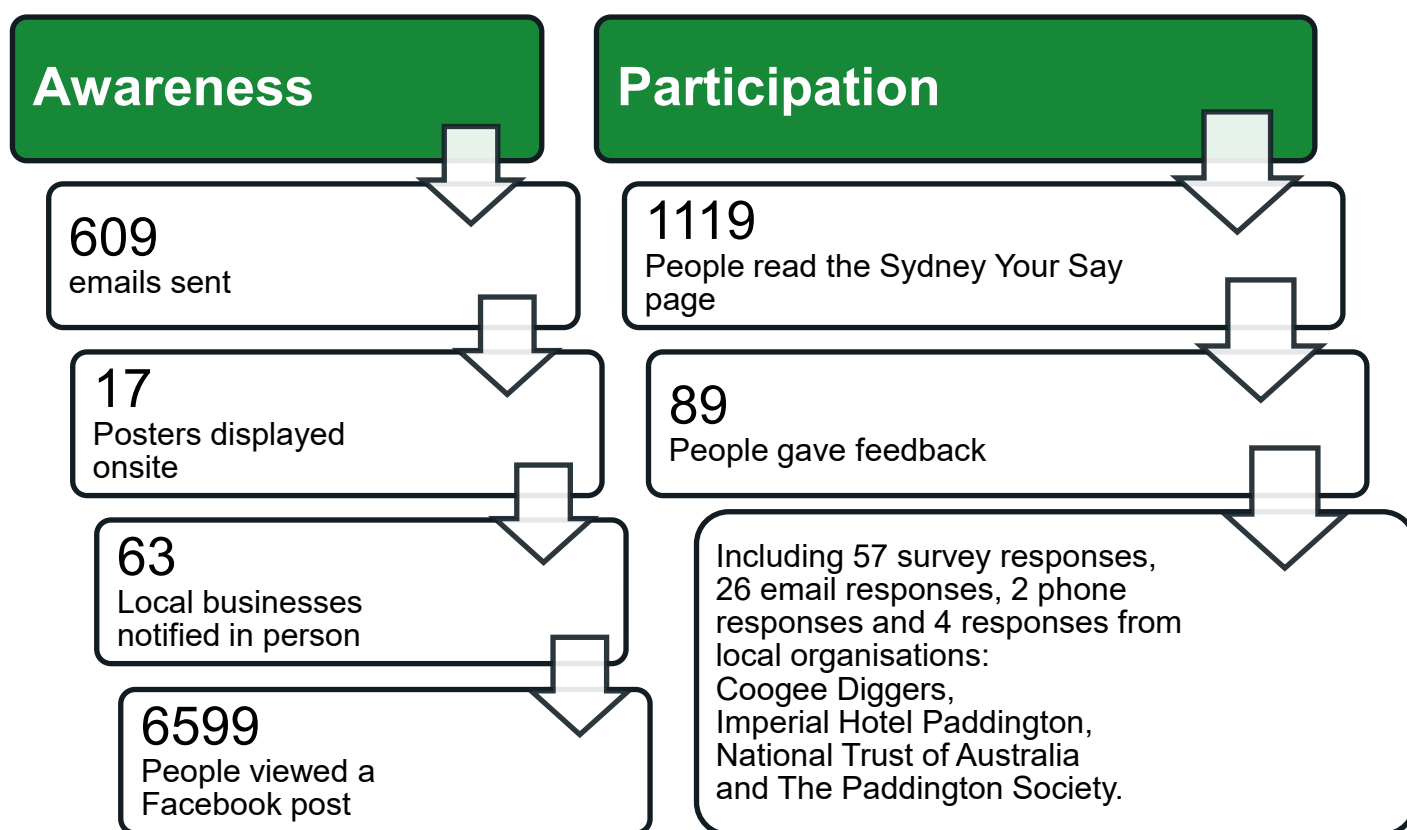


Figure 2. Survey respondent snapshot

Survey respondent snapshot

65% live in Paddington, Darlinghurst or Surry Hills.

79% are City of Sydney residents, 40% work in the area, 33% own property in the City, 10% are visitors and 9% own a business.*

60% are aged over 55 years
27% are aged 35-54 years, 12% are aged 18-34.

32% visit Paddington Town Hall weekly, 25% visit monthly, 42% visit rarely or once per year.

74% attend the cinema, 61% attend the library, 18% attend events in the main hall, 3% pass by when they are in the area.*

95% speak English at home.

Key findings

What people value about Paddington Town Hall

We asked people to tell us what they value most about Paddington Town Hall.

Our survey offered a multiple-choice list of reasons to value the building. Respondents could select more than one option and add their own reason. People told us they value:

- Location and access (49 responses)
- Heritage, architecture or character of the building (48 responses)
- My sense of history or connection to the place (32 responses)
- Community events (31 responses)
- Cultural programs or performances (27 responses)
- Other things including the cinema, the library, the distinctive clock, and the building's role as an iconic centre of Paddington (9 responses)

We then asked people to tell us more about why they value these things. Across survey responses and email feedback, the topics most mentioned were:

- Accessible space for community and creative activity.
- The heritage and character of the building.
- The local cinema space as a place for community connection.
- The library as a community space.

Topics raised across survey feedback and email responses are closely aligned. Both emphasised protection of the building's heritage, improved community access and usability, and stronger activation of the cinema space, library, and hall as local cultural spaces.

Spaces for community and creative activity.

Many comments said the Paddington Town Hall should be used more actively as a place for community life. They spoke about how important the venues, activities and events in the building are for the social and cultural life of Paddington, and how they help people feel connected to their community. People talked about wanting more accessible spaces for meetings, workshops, classes, performances, exhibitions, and areas that are affordable and easy for locals to book. Several said parts of the building, including the main hall and upper floors, feel underused and could host a wider range of activities such as dance nights, festival events and lectures. Other comments emphasised that creating more flexible, multi-use spaces would make the building livelier, strengthen social connection and support local artists, groups and families.

- “The Grand (Stapleton) Hall is magnificent but underused. I've been to events there and fashion sales and it always makes an impression, but if it's to play a bigger role as a community hub, then it needs proper upkeep and affordable hire for community groups”
- “It would be wonderful if a redesign featured elements of a community hub like Surry Hills Library.”
- “A place where art could be shown, public talks given in intimate spaces, workshops to be enjoyed — people gathering and community thriving.”

The heritage and character of the building

When asked what they value about Paddington Town Hall, people spoke with affection about its beauty, history and architecture, describing it as an iconic landmark that gives Paddington its distinctive character. Comments conveyed a deep pride in the building and a desire to see its historic features preserved and celebrated as part of the area's identity.

- “The heritage architecture is stunning. The clock tower is beautiful is an iconic feature of Paddington.”

Engagement report – Paddington Town Hall renewal: phase 1

- “Paddington Town Hall is a beautiful historic building that provides community to locals and visitors.”
- “It’s a magnificent heritage building for the community to enjoy and use.”

Valuing and improving the cinema space

Many comments mention the cinema space. The tone of most feedback acknowledges that the cinema is not well attended and needs refurbishment. Some comments have suggestions to broaden the use and attract more audiences and activity, such as dividing the large room into smaller spaces. Others simply say they enjoy having a local cinema and would like to see the space improved. Overall, people told us that they value the social and cultural role of the cinema space as a place that brings people together and strengthens Paddington’s identity as a creative hub.

- “...some practical upgrades there would be welcome. But the cinemas must remain as they’re an important cultural outlet in a suburb that doesn’t have many”
- “Both cinema spaces could also be used for talks, lectures, presentations, etc....”
- “As sorely as I would mourn the loss of the Chauvel, perhaps the priority now is to save any cinema complex at all for our neighbourhood.”

The library as a community space

The library drew strong support from respondents, who described it as welcoming, accessible and central to community life in Paddington. People said it offers a calm place to read, study and meet others. Several comments, while positive, suggested the library needs more quiet study rooms, better lighting and improved access to power outlets for devices. Others mentioned that noise from events can make it difficult to concentrate and called for spaces that allow different types of use to coexist.

- “The library is a vital resource, but it needs more study spaces, including quiet study rooms and cubbies for individual work.”
- “It’s a great little library where I can study and borrow books in a relaxed environment.”
- “All generations in the community place great value on the space and its suitability for a wide variety of activities.”

Email and phone responses

Email feedback covered a wide range of topics, with the strongest focus on retaining and improving the cinema, as well as using the main hall more effectively, and on maintaining the library as a valued community space. Many comments supported the renewal overall and called for more accessible and flexible areas for community and creative use. Other suggestions included better accessibility, and use of historically accurate colours and finishes. A small number of respondents mentioned specific ideas including mobility scooter charging, acknowledgment of traditional owners, and an exhibition about the building’s history. Details of the physical improvements suggested in email responses are listed in the following section.

Four local organisations gave feedback, three by email and one by phone.

The Paddington Society told us they strongly support the renewal of Paddington Town Hall, emphasising its architectural, historical, and social significance as a State-listed heritage landmark. Their submission encouraged sensitive, unobtrusive upgrades that preserve the building’s integrity while improving functionality, particularly through careful repairs, modest modernisation, and continued community and cultural use of the library, cinemas and Grand Hall.

The National Trust of Australia (NSW) welcomed the City of Sydney’s investment in maintaining and renewing Paddington Town Hall, recognising its heritage significance as a landmark late Victorian building listed on both the National Trust and State Heritage registers. The Trust recommended reviewing and

Engagement report – Paddington Town Hall renewal: phase 1

updating the existing Conservation Management Plan to ensure future works are guided by up-to-date heritage principles and protect the building's culturally significant features.

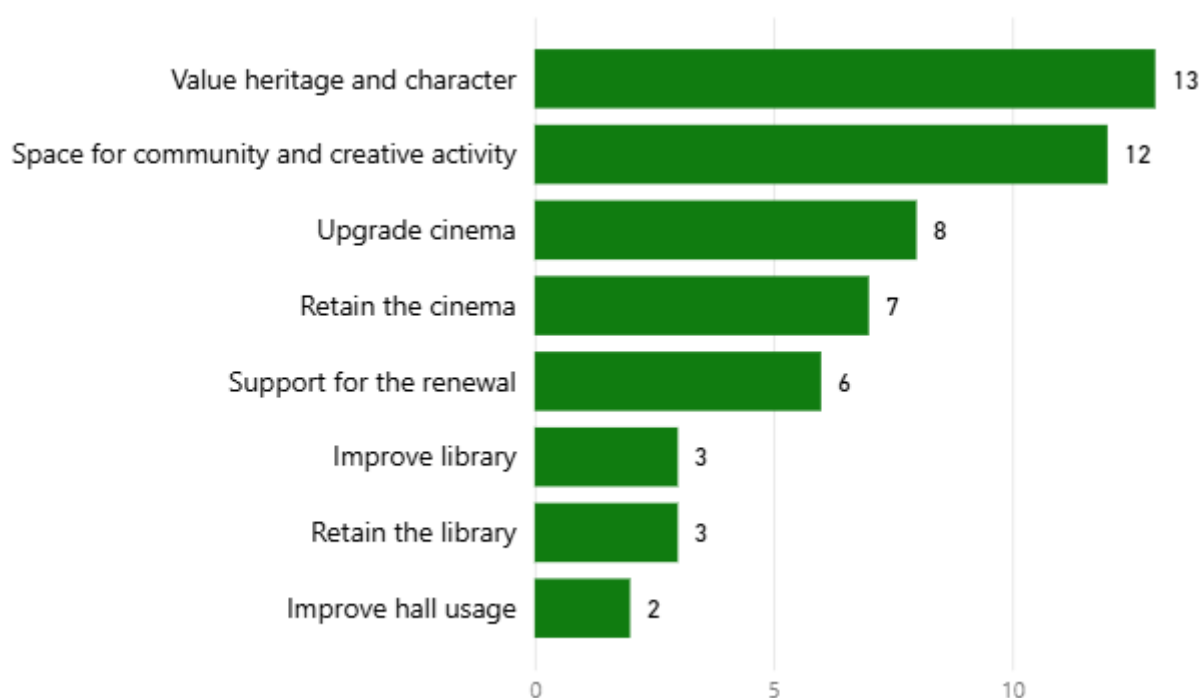
The Imperial Hotel Paddington suggests that avoiding a bar, restaurant or a nightclub offering within the building would support local hotels.

The **Coogee Diggers**, which is finalising an amalgamation with Paddington RSL, expressed strong interest in collaborating with the City of Sydney to activate the Paddington Town Hall and surrounding area through live music and community events. They suggested the Town Hall could serve as a festival hub, while recommending further consultation with the live music industry to guide future use and activation.

General comments

We asked survey respondents if there is anything else they would like to tell us about the Paddington Town Hall renewal. People reiterated that they value the heritage and character of the building, that they would like the spaces in the building to be accessible for community and creative activities and events, and that they would like the cinema and library to be retained and improved. Some people expressed general support for the renewal, which aligned to the overwhelmingly supportive tone of all comments.

Figure 3. Is there anything else you would like to tell us about the Paddington Town Hall major renewal.



Current use

We asked survey respondents to tell us how often they visit the Paddington Town Hall and why they visit. People could choose more than one reason for visiting. The responses were evenly spread across the range of options for visiting, including the cinema, the library, and performances and events in the main hall. Most people chose more than one option. Only one person told us they only pass by the building when in the area. The other people who selected this option also visit the building for the library, the cinema or events in the main hall.

Engagement report – Paddington Town Hall renewal: phase 1

The responses showed an even mix of age ranges for the different reasons to visit, and an even mix of use and visitation patterns for people who live, work and visit the City.

Reason for visiting	No. of responses
Cinema	42
Paddington Library	35
I pass the building when I am in the area	32
Performances or events in the main hall	18
I don't visit	1

How often do you visit	No. of responses
A few times a year	20
Weekly	18
Monthly	14
Rarely	4

Memories of Paddington Town Hall

We asked community members to tell us about their favourite memories of time spent at Paddington Town Hall. Their recollections highlight the role of this building as a beloved local venue for community connection.

Memories shared by community members range from times long past to recent experiences, including:

- “The last time I attended the town hall was for a ballroom dance competition. I was impressed with the grandeur of the building and how enjoyable it was to dance on the floor.”
- “The Paddington Society was delighted to have been able to hire the hall for our 50th Anniversary dinner in 2014 – a memorable evening, fondly remembered by all.”
- “Going to balls & concerts there in the 1970s & 1980s”
- “School Formal in 1971. It felt glamorous and very special to be dressed up, and to dance in such a place.”
- “I like to watch the sunset from up on the Paddington Reservoir Reserve looking west towards the Paddington Town Hall.”
- “I attended a graduation of the local Alexander Mackie Art College (as it was known then), the vibe was lively, festive, people were jubilant. The event was very creative, it felt very exciting. And a privilege to host this in a grand historic venue.”

Community suggestions for improvements

The table below summarises specific suggestions for physical improvements to the building given through both survey and email responses. In total, 47 responses included 78 different suggestions for physical improvements.

Cinema and foyer areas

- Restore and refurbish the cinema
- Replace worn carpet
- Replace or reupholster seating
- Improve lighting in cinemas
- Fix ceiling leaks
- Upgrade projection and sound systems
- Add larger cinema screens
- Divide large cinema into two smaller theatres
- Create three smaller cinemas
- Reduce size of existing cinemas
- Upgrade shared lift for cinema and hall access
- Provide better street-level access
- Add modern lift or escalator
- Upgrade foyer and ticketing areas
- Improve cinema bar and refreshment area
- Provide more seating in cinema bar
- Make balcony and foyer areas more inviting
- Add a ground-floor café, bar, or bistro
- Add a friendly café rather than an upmarket restaurant
- Add signage and wayfinding
- Support live music, talks and film festivals within cinema spaces

Library and adjacent community spaces

- Expand the library
- Redesign the library layout
- Add more study desks and quiet study rooms
- Add private study cubicles
- Add separate program or story-time space
- Add multipurpose activity room connected to library
- Add power outlets and charging points
- Make the library brighter and more modern
- Provide affordable bookable community rooms
- Provide meeting rooms for community groups
- Add mobility-scooter charging point
- Add fitness/wellbeing spaces (yoga, Pilates, dance, seniors' classes)
- Create a neighbourhood or community centre similar to Surry Hills Library

Grand (Stapleton) Hall and performance spaces

- Preserve and maintain the Grand (Stapleton) Hall
- Preserve the timber dance floor
- Upgrade lighting and improve acoustics
- Modernise backstage and green room areas
- Add flexible staging and event infrastructure
- Improve entry and exit points for events
- Provide more storage for furniture and equipment
- Add regeneration or catering kitchen
- Adapt hall for live music, theatre, and community performance
- Provide affordable hire for community and non-profit groups
- Create festival, fringe, and performing-arts hub
- Add temporary exhibition or display spaces
- Open under-used areas for creative and community use
- Add art workshop, rehearsal, and exhibition rooms

Exterior, facade, and heritage features

- Repair peeling exterior paint and rising damp
- Replace broken external lights
- Repaint using historically accurate colours
- Use lime-based breathable paints and plaster
- Restore historically accurate interiors
- Preserve façade, architectural details, and clock tower
- Maintain civic and heritage character
- Provide public exhibition about Town Hall history and heritage
- Include First Nations acknowledgment through displays or artwork
- Avoid a generic refit or over-modernisation

Accessibility and circulation

- Improve overall accessibility throughout the building
- Provide accessible entries and paths from Oxford Street
- Add modern lift or escalator
- Upgrade building services and facilities (electrical, HVAC, plumbing)
- Ensure accessible toilets and event circulation

Facilities and amenities

- Add more and better public toilets
- Provide more ladies' toilets near event spaces
- Improve lighting in toilets and foyer areas
- Add rooftop bar or restaurant
- Provide regeneration kitchen to support events

Engagement activities

Sydney Your Say webpage

A Sydney Your Say webpage was created. The page included a summary of the renewal project and other key information about the consultation. There were 1119 unique views of the Sydney Your Say page.

The main source of web traffic was from email marketing, organic searches and referral from the Facebook post, which suggests strong awareness and interest from the relevant audience.

Stakeholder emails

An email was sent to 390 community members known to have an interest in the Paddington Town Hall to let them know about the consultation.

Another email was sent to 232 stakeholders known to have an interest in creative and cultural spaces in the City of Sydney inviting them to give feedback.

E-news inclusions

The consultation was included in both the August and September editions of the Sydney Your Say e- newsletter (4960 subscribers) and was shared by Woollahra Council in the Woollahra Libraries e-news on 5 & 22 September.

Posters

Posters promoting the consultation were displayed onsite at the entrances to the building, inside Paddington library and cinema spaces, and across the network of City of Sydney libraries. Posters included a QR code linking to the Sydney Your Say page and online survey.

Social media post

A Facebook post promoting the consultation performed very well with lots of genuine engagement: 6599 views, 48 interactions, 35 likes and reactions, 10 comments, 3 shares.

Appendix

Appendix A: Facebook post



Appendix B: Poster



Appendix C: Sydney Your Say e-news article



Image: Will Jones / City of Sydney

Your say on the Paddington Town Hall renewal

We're developing a concept plan for the building's renewal to ensure it continues to support local culture, events and community life for the next 50 years.

Share your thoughts to help inform our planning. Consultation closes Thursday 25 September.

[Read more](#)



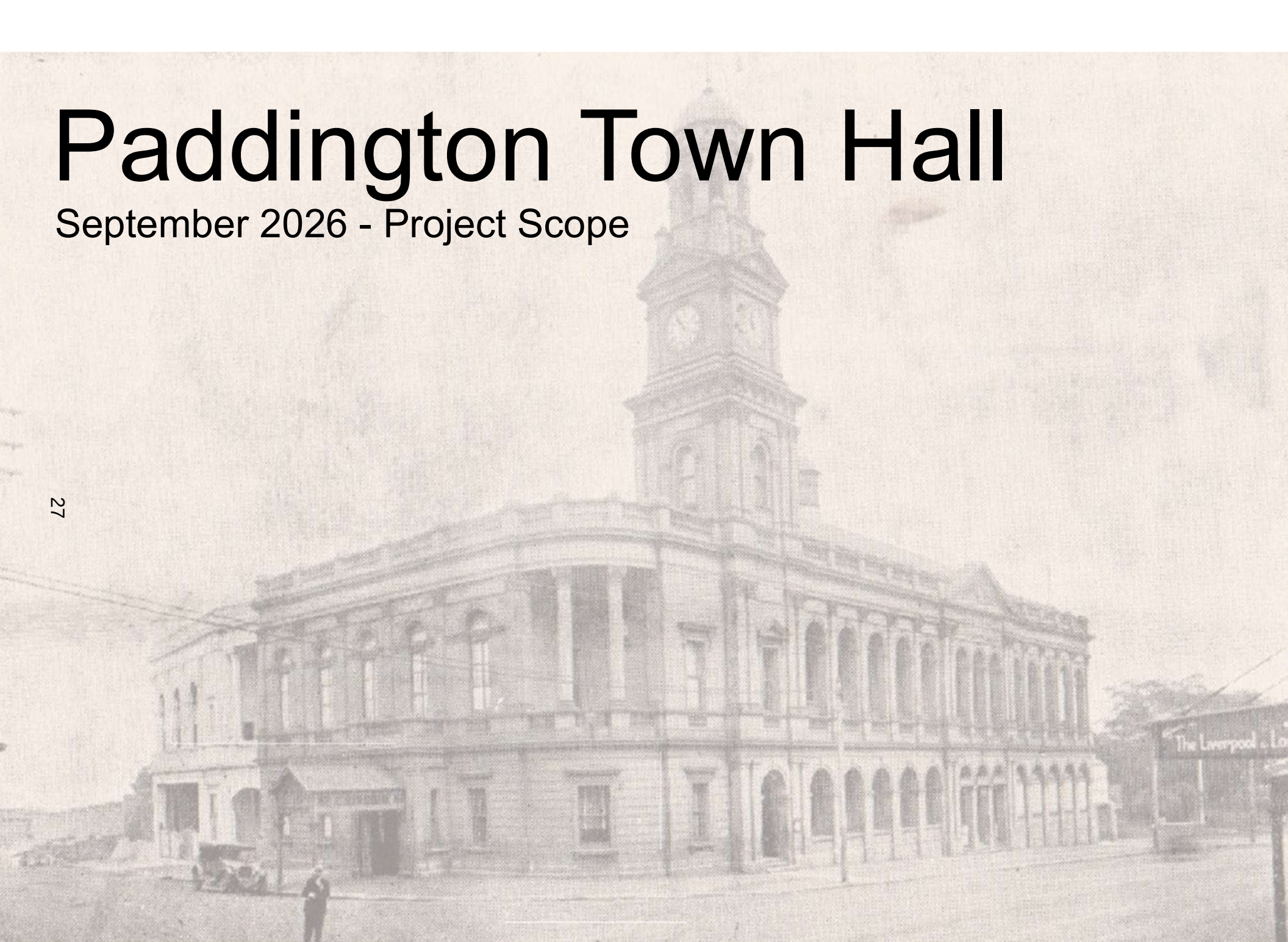
Attachment B

Summary of recommended scope of works

Paddington Town Hall

September 2026 - Project Scope

27



Background: Location

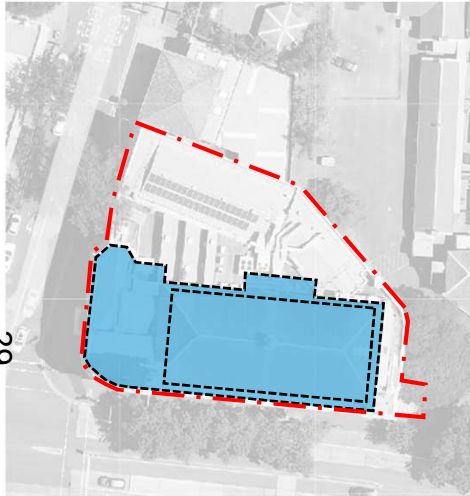


SITE INFORMATION

Address: 247 Oxford Street, Paddington NSW 2021
Lot: Lot 10 DP 867184
Item Number: State Heritage no. 00561 and local item no. I1087

Background: Development of the site

Stage 1: 1891 Built



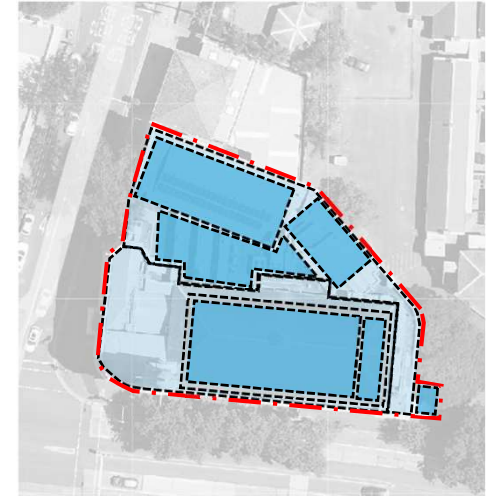
Stage 2: 1920's / 30's



Stage 3: 1950's



Stage 4/5: 1976 + 1995



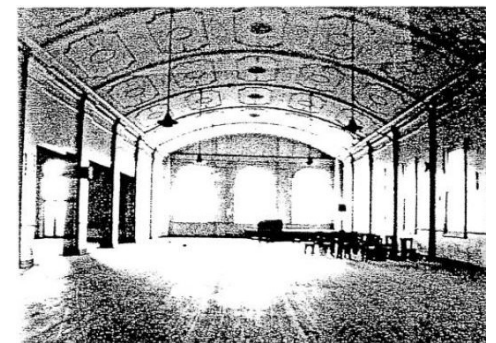
Paddington Town Hall



1923 Expansion



Frank Green Library + Cinema 1



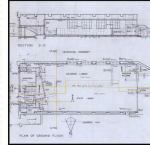
Frank Green Library

Background: Built + social history

30



1923 Photograph and newspaper article showing Oatley Rd expansion



1952 Plans of Frank Green Library on Oatley Rd



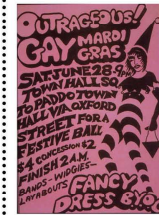
1977 Radio Birdman Paddington Town Hall



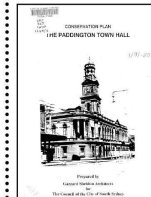
1976 Plans of Hall 2 cinema conversion Kevin Dash Architect



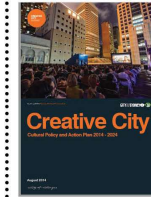
1980 Us Mob Rock Against Racism Concert



1980 Annual Mardi Gras Festive Ball



1990 Conservation Management Plan Gazzard Sheldon Architects
1989 POM by Scott Carver Architects



2014 Creative City Cultural Policy + Action Plan 2014 - 2024

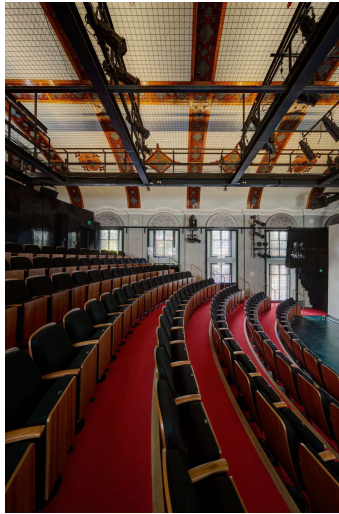


2018 Building Condition Audit Cardno
2019/014315-02
Capex identified
0-12 mths - \$52K
1-5 yrs - \$720K
6-10 yrs - 300K

2023 ?

1891	1923-1925	1933	1952	1966	1971-1976	1977-1982	1989-1995	2013-2014	2016	2020-2022
Paddington Town Hall opened in 1891. 1904-05 Clock installed	1923 major expansion to Oatley Road	1933 Major Refurbishment of Stapleton Hall by Walter Burley Griffin. Image from 1934 Masonic Ball in refurbished Hall. 	Conversion of lower ground floor on Oatley Rd to Frank Green Library	1966 First Aboriginal Debutant ball held 	1976 Hall 2 converted to Cinema and Library relocated to Oxford St.	1976 Hall 2 converted to Cinema and Library relocated to Oxford St. Radio Birdman, Skyhooks, The Saints, Ther Angels, Midnight Oil, Jeff St John, Mi-Sex, The Bushwackers, The Allnitters etc.	1989 Plan of Management by Scott Carver Architects 1990 Conservation Management Plan Gazzard Sheldon Architects 1995 Cinema 2 Built	Creative City - Audit sites including PTH to identify suitability as performance space + capital improvements EOI for live performance uses in Stapleton Hall EOI process unsuccessful	2016 Strategy Review underway High level discussion paper for use of Stapleton Hall prepared for Corporate & Strategy Steering Committee.	2022 Roof Upgrade Works Completed 2020 Core Engineers Roof Drainage assessment + Structural Condition assessment 2020/052243

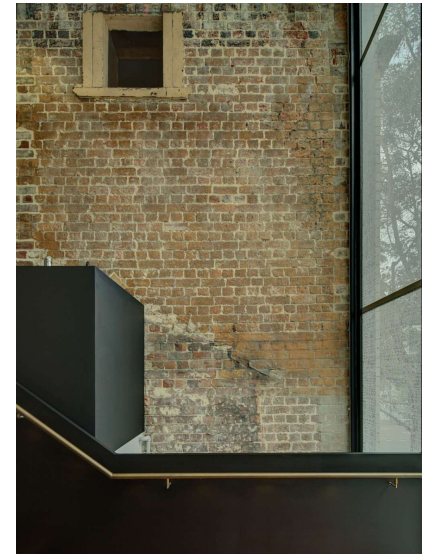
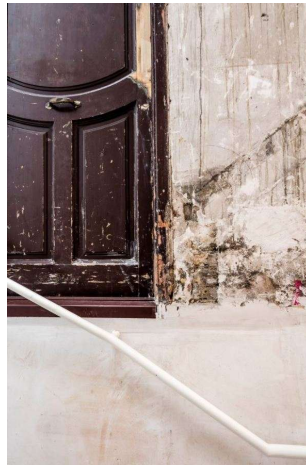
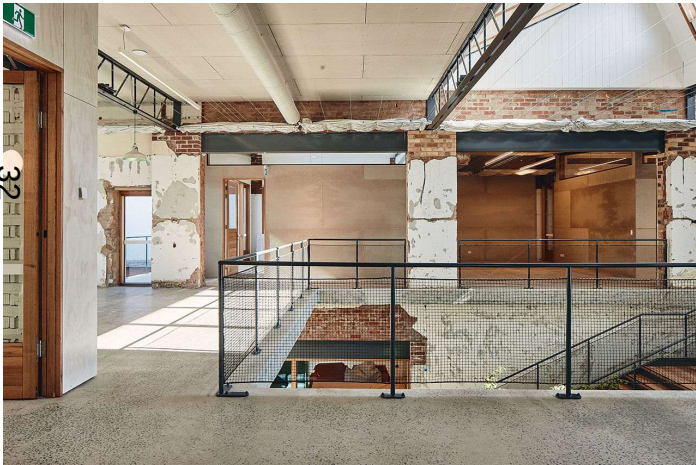
Vision: A flexible cultural + community space



A flexible cultural and community space

Retaining, rebuilding and reimagining Paddington Town Hall to provide flexible, multipurpose cultural and community spaces

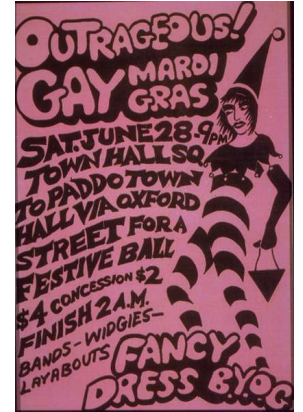
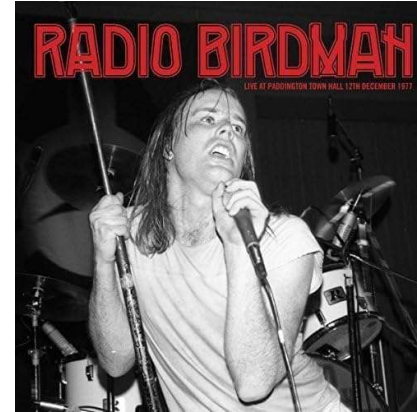
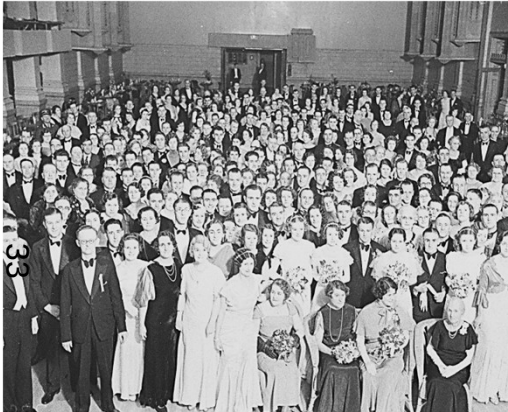
Vision: A circular design



A circular design

Design that leverages, enhances and extends the useful life of the building, prioritizing reuse, repair, recycling and retention of building fabric over removal.

Vision: A lively local landmark



A lively local landmark

Modernising the buildings services and cultural facilities while continuing to build on the Town Hall's lively social and cultural identity.

Scope: Renewed entry + amenities / BOH

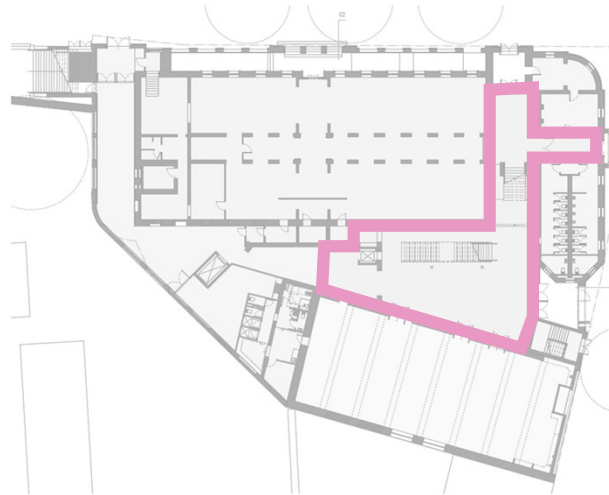
Description:

A generous new entry / foyer space connecting ground floor and first floor community and cultural facilities.

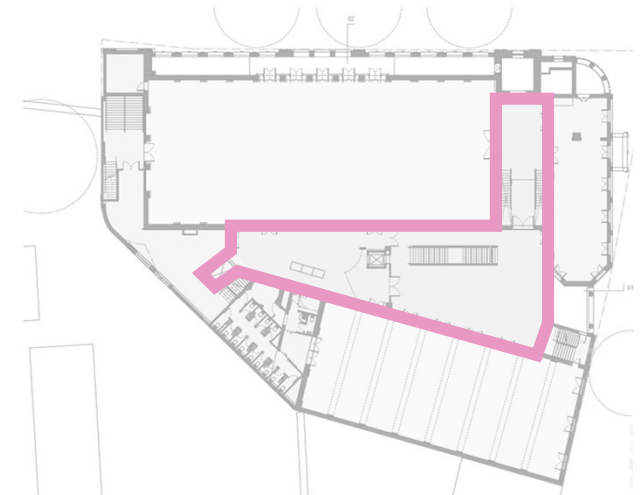
Renewed / upgrade amenities and back-of-house facilities

Scope of Works:

1. Remove intrusive elements
2. Renew / upgrade services
3. Restoration of significant heritage fabric
4. New passenger and goods lifts
5. Shared facilities including:
 - Ground and first floor toilets
 - Plating / prep kitchen (L1)
 - Storage / admin spaces
 - Services rooms
 - Emergency egress



Ground Floor Plan



Level 1



Ground floor – Oatley Rd foyer



First Floor - Oatley Rd foyer

Scope: Library

Description:

Existing library spaces retained and expanded with renewal / upgrade of services and interior finishes

Scope of Works:

1. Renew / upgrade services
2. Expansion of library space to incorporate the former Oxford Street AGP tenancy
3. Main entry retained at Oxford Street
4. Explore opportunities for connection to shared foyer

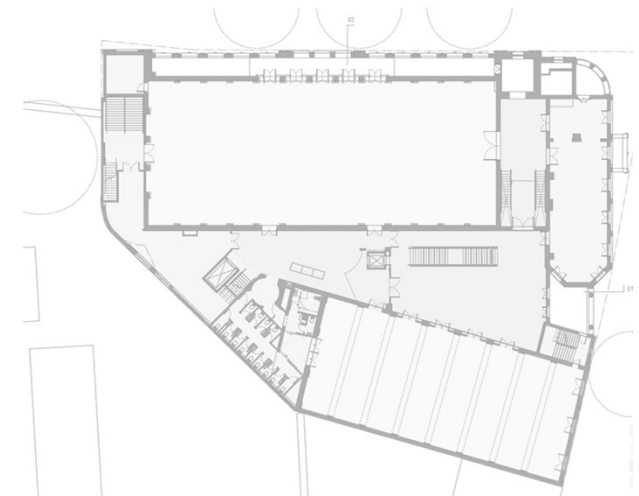
Use + Management:

On-going joint operation with Woollahra Council

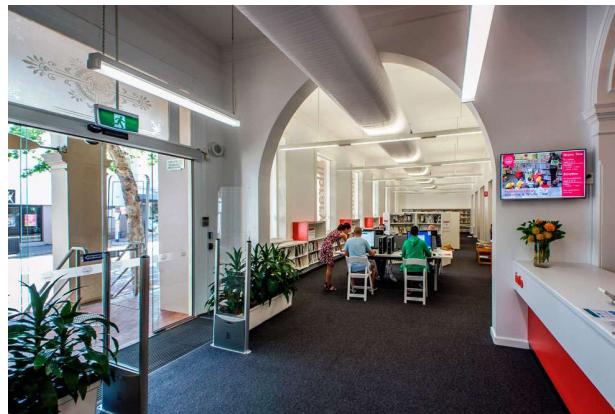
 Expanded Library Area – Approx. 60-65sqm



Ground Floor Plan



Level 1



Existing library spaces retained and expanded with renewal / upgrade of services and finishes

Scope: Stapleton Hall

Description:

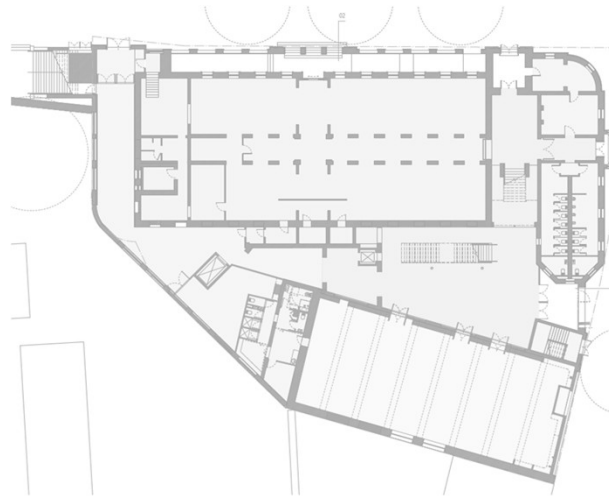
A major venue for hire space
Second largest bookable space (to Centennial Hall)

Scope of Works:

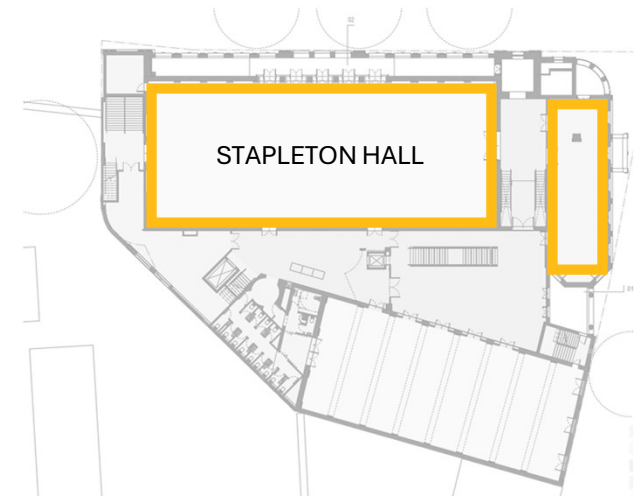
1. Remove intrusive elements
2. Renew / upgrade services
3. Restoration of significant heritage fabric
4. Fit-out to support on-going use as multi-purpose venue-for-hire

Use + Management:

On-going use as venue-for-hire space
City managed



Ground Floor Plan



Level 1



Interior View

Scope: Hall 1

Description:

New venue-for-hire space

Approx. 28m x 12m hall with high ceilings / natural light / flat floor

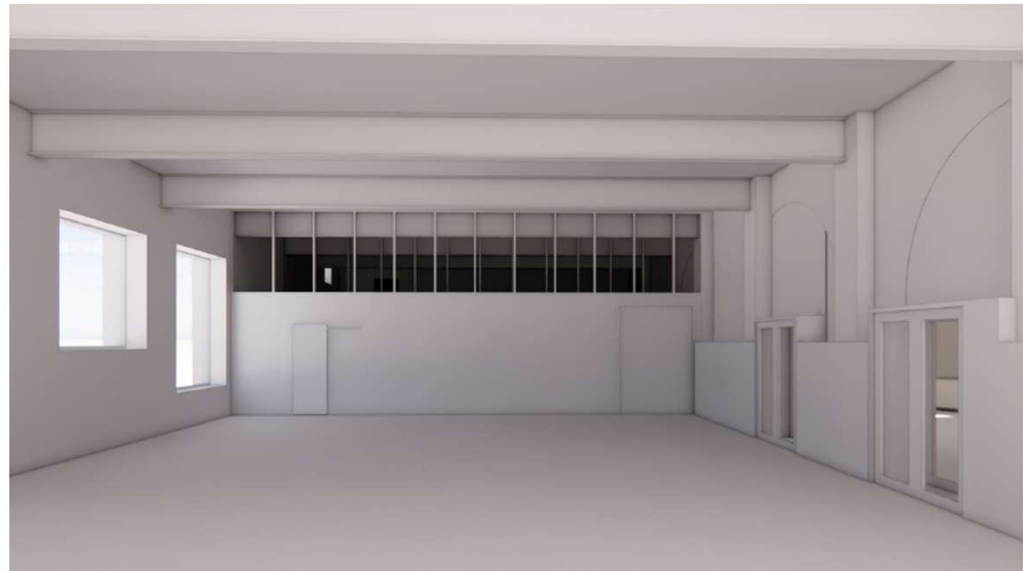
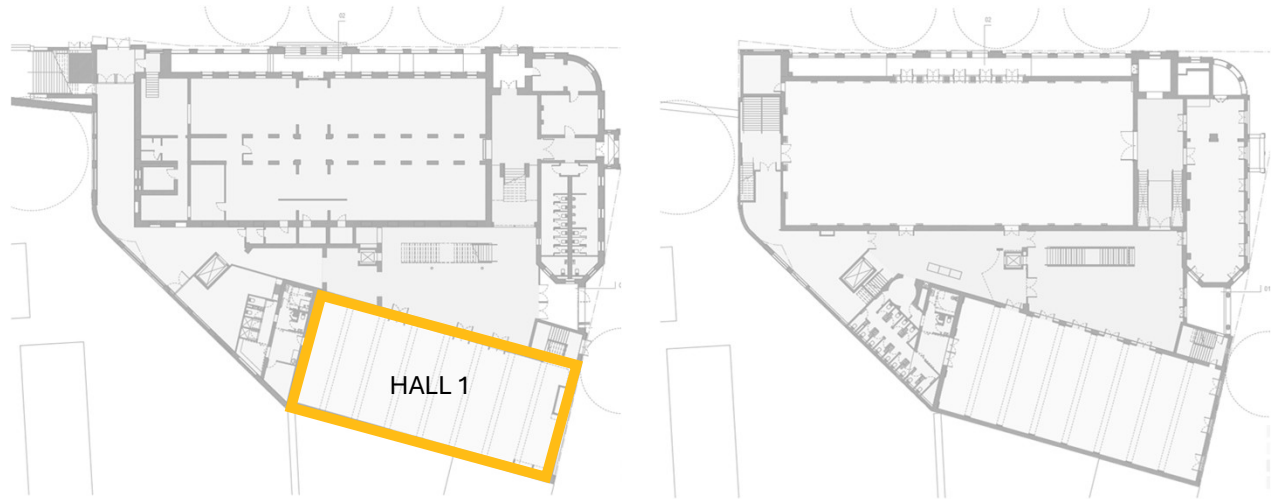
Scope of Works:

1. Remove internal walls and mezzanine floors
2. Renew / upgrade services
3. Restoration of significant heritage fabric including re-instatement of windows to Oatley Road
4. New interior finishes and fit-out to support a range of community and cultural uses

Use + Management:

New venue-for-hire space

City managed



Interior View

Scope: Hall 2

Description:

New venue-for-hire space

Approx. 28m x 12m hall with high ceilings / natural light / flat floor

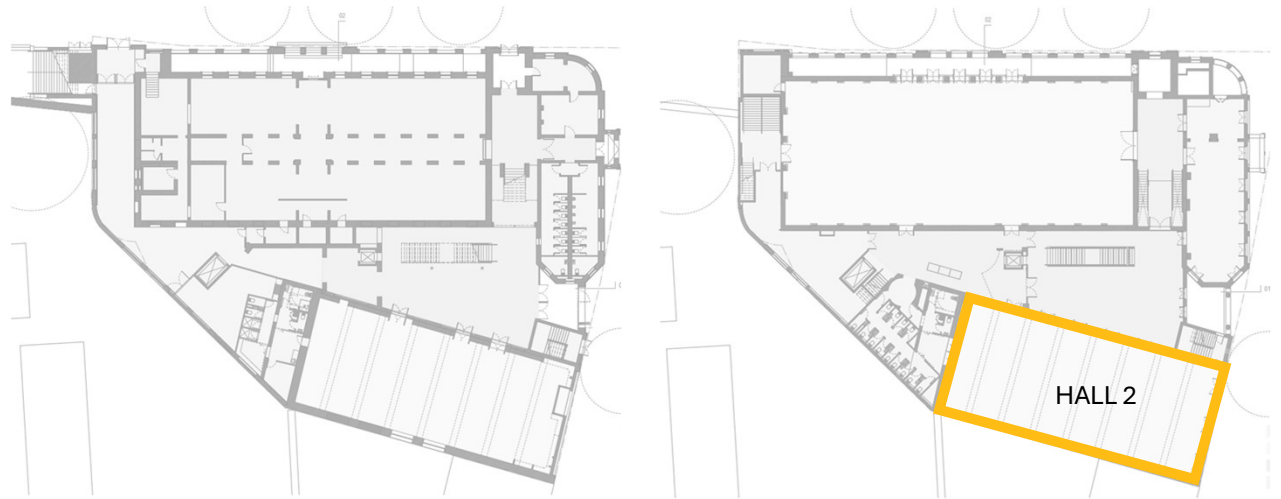
Scope of Works:

1. Remove internal walls and mezzanine floors
2. Renew / upgrade services
3. Restoration of significant heritage fabric including re-instatement of windows to Oatley Road
4. New interior finishes and fit-out to support a range of community and cultural uses

Use + Management:

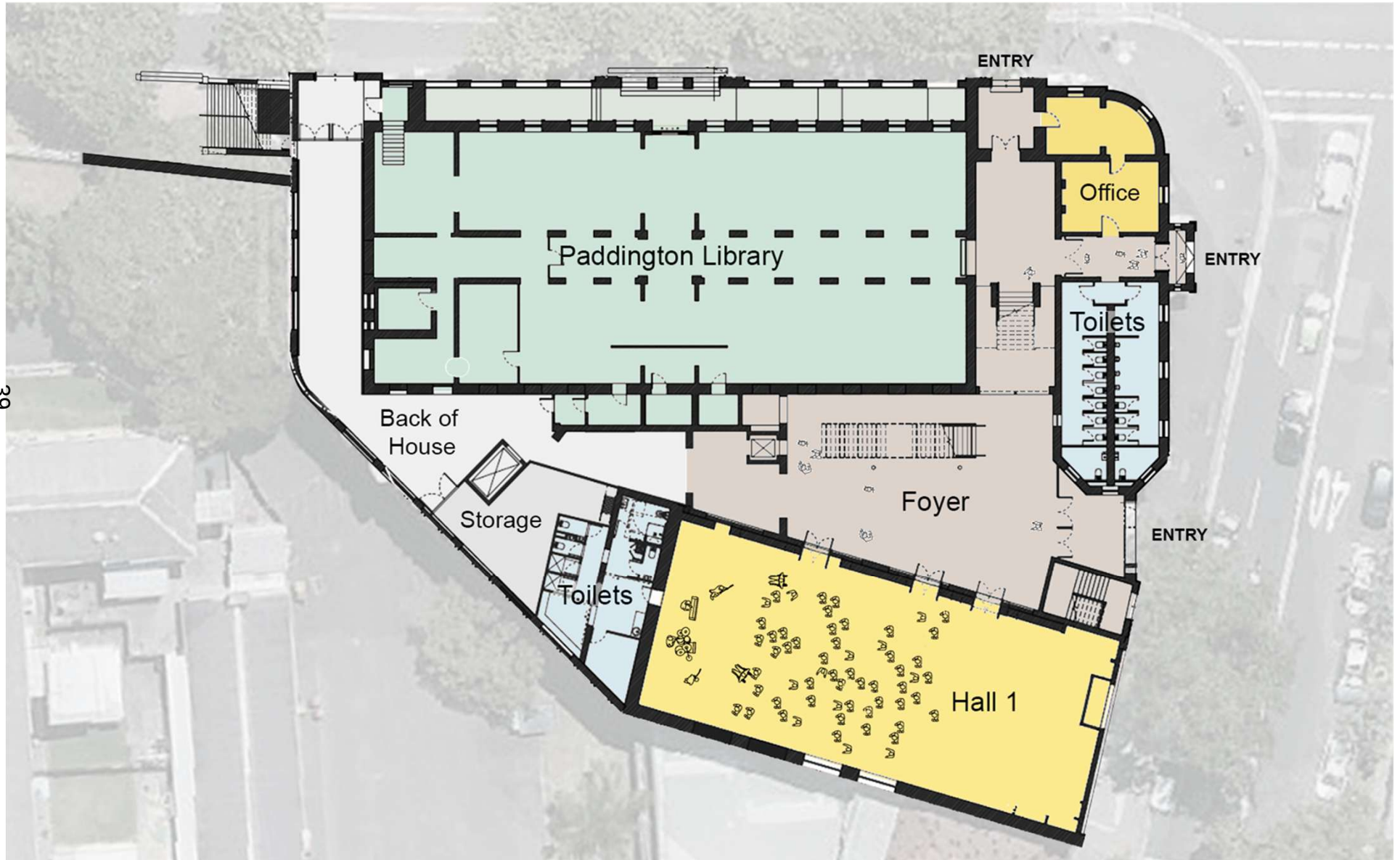
New venue-for-hire space

City managed

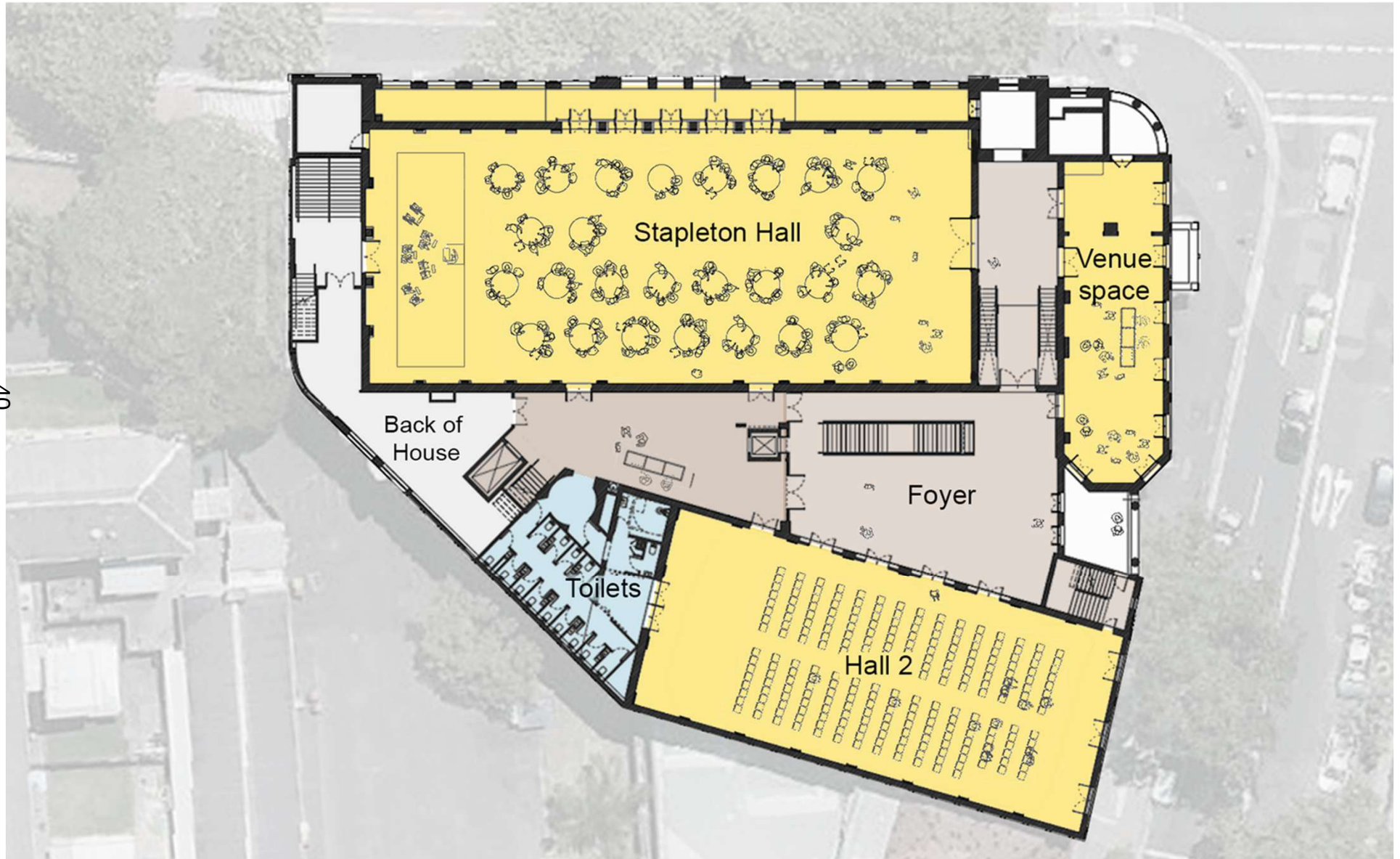


Interior View

Concept Plan: Ground floor



Concept Plan: Level 1



Item 5.

International Travel – 40th Anniversary Sister City Celebrations – Guangzhou, China

Document to Follow

Item 6.**Tender – Reject and Negotiate and Contract Variation – T-2025-1717 –
Operation and Maintenance of the Green Square Water Reuse Scheme****File No: X129613****Tender No: T-2025-1717****Summary**

The Green Square Water Reuse Scheme is a City water recycling scheme supplying recycled water to residential and commercial developments, City properties and public open space, supporting potable water conservation and water resilience.

The current Major Services Agreement expires on 30 October 2026. The City undertook an open public tender to secure a long-term operation and maintenance provider. Six organisations registered interest and attended the compulsory site briefing.

A reject and negotiate process is proposed to further test the market and negotiate with suitable parties to determine whether a long-term operation and maintenance arrangement can be secured.

This report seeks Council approval to reject the tender submissions received under Tender T-2025-1717 and proceed with a reject and negotiate process with the goal of securing a long-term operation and maintenance arrangement for the Green Square Water Reuse Scheme (GSWRS). Council approval is also sought to extend the current Major Services Agreement with Sydney Water Corporation for 9 months, with an option for a further 3 months if required, to allow sufficient time to undertake the negotiation process without interruption to Scheme operations.

Recommendation

It is resolved that:

- (A) Council decline to accept the tender offers received under Tender T-2025-1717 for the operation and maintenance of the Green Square Water Reuse Scheme (GSWRS)
- (B) Council does not invite fresh tenders as it is considered that inviting fresh tenders would not attract additional suitable vendors over and above those that have responded to this tender
- (C) authority be delegated to the Chief Executive Officer to enter into negotiations with any person with a view to entering into a contract on terms that are appropriate in relation to the subject matter of the tender and to determine whether an appropriate long-term operation and maintenance arrangement can be secured
- (D) Council approve a variation to increase the total contract value and to extend the existing Major Services Agreement with Sydney Water Corporation for 9 months commencing 1 November 2026, with an option for a further 3 months, to allow sufficient time to undertake the negotiation process while maintaining continuity of the Green Square Water Reuse Scheme operations
- (E) Council note that the revised total contract value for this contract is outlined in Confidential Attachment A to the subject report
- (F) authority be delegated to the Chief Executive Officer to finalise, execute and administer the variation to the contract to give effect to the resolutions above
- (G) authority be delegated to the Chief Executive Officer to exercise the option referred to in clause (E), if appropriate
- (H) Council be provided with updates on the operation and maintenance of the Green Square Water Reuse Scheme via the CEO Update.

Attachments

Attachment A. Tender evaluation summary and financial implications (Confidential)

Background

1. The Green Square Water Reuse Scheme (GSWRS) is a City of Sydney Council (City) water infrastructure asset and forms a component of the City's long term water resilience strategy. The Green Square Water Reuse Scheme captures stormwater from the Green Square trunk drainage system and produces recycled water for non-potable uses, including toilet flushing, irrigation, laundry and cooling tower make-up water. Recycled water is supplied to residential developments, commercial buildings, City properties and public open space throughout Green Square.
2. Recycled water is integral to our vision. Connecting to recycled water for non-potable uses such as toilets, cooling towers and irrigation reduces demand on drinking water. It also allows our parks and open spaces to remain green and cool even during drought. The Green Square Water Reuse Scheme (GSWRS) is a key part of this vision and is one of Australia's largest residential stormwater harvesting and reuse schemes.
3. The water is treated on-site at the Green Infrastructure Centre before being sent to storage tanks hidden under the nearby Matron Ruby Grant Park. It is then delivered to the Green Square town centre and surrounding apartment buildings via a series of purple pipes – making it easy to distinguish from potable water – and is used to flush toilets and water green spaces.
4. On 7 November 2011, Council resolved to tender for the design, construction, operation, maintenance, and retail supply of a recycled water system for Green Square (Item 7.4 – Green Square Town Centre Recycled Water System – Feasibility Study).
5. Following completion of design and construction, the Green Square Water Reuse Scheme commenced operation in 2018.
6. Since commissioning, the Green Square Water Reuse Scheme has continued to expand in line with the staged development of Green Square. The recycled water network now supplies a growing number of residential, commercial and municipal customers, with additional developments connecting as the precinct grows.
7. To support future demand, the City is currently delivering an upgrade of the Green Square Water Reuse Scheme's water treatment plant, increasing its capacity from approximately 800 kilolitres per day to 1,250 kilolitres per day. The expansion is intended to provide sufficient recycled water production capacity to meet forecast demand while improving operational resilience and treatment performance.
8. The Green Square Water Reuse Scheme reduces potable water demand, improves water resilience, reduces stormwater discharge and supports sustainable urban renewal in Green Square.

Operating history

9. Under the original design and construct contract, the appointed contractor was responsible for the design, construction, commissioning, operation and maintenance of the Green Square Water Reuse Scheme for an initial operating period following commissioning.
10. This operating model reflected the City's original procurement strategy, recognising that operation of a recycled water treatment plant is a specialised service requiring experienced operators, while enabling the City to retain ownership of the infrastructure and strategic responsibility for the Green Square Water Reuse Scheme.

11. The contractor successfully operated and maintained the Green Square Water Reuse Scheme from its commissioning in 2018 until 2022.
12. In 2022, the appointed contractor advised the City that it elected not to continue providing operation and maintenance services beyond the contractual operating period.
13. As ongoing operation of the Green Square Water Reuse Scheme was essential to maintaining recycled water services to existing customers, Sydney Water Corporation (Sydney Water) was engaged as the new operator under a Major Services Agreement and assumed responsibility for operation and maintenance of the Green Square Water Reuse Scheme from December 2022.
14. Sydney Water's appointment enabled continuity of recycled water services while the City continued managing the Green Square Water Reuse Scheme 's strategic development and expansion of the treatment plant capacity.
15. The City has retained ownership of the Green Square Water Reuse Scheme and responsibility for strategic asset management, customer management, budgeting, regulatory compliance, and long-term planning and contract management, while routine operation and maintenance has been undertaken under the Sydney Water contract.

Regulatory environment

16. The Green Square Water Reuse Scheme was originally established under the regulatory framework of the *Water Industry Competition Act* 2006, including the requirement for water licences to operate water recycling schemes (WICA licence).
17. In March 2024, section 8(2) of the *Water Industry Competition Regulation* 2024 provided that water industry infrastructure operated or owned by or on behalf of a council before 1 March 2024 were excluded from the requirement to hold a WICA licence to operate a water recycling scheme.
18. On 6 May 2025 the Independent Pricing and Regulatory Tribunal (IPART) confirmed that the above exclusions apply to the Green Square Water Reuse Scheme and it is therefore exempt from the requirement to hold a WICA licence.
19. On 27 November 2025 IPART confirmed that the completion of the current treatment plant capacity expansion project would not trigger the requirement for a WICA licence as the changes were primarily operational improvements with no increase to treatment capacity or change in technology.
20. Accordingly, the current operation and upgrade of the Green Square Water Reuse Scheme as does not require the City to hold a WICA licence for its operation. The RFT did not require tenderers to hold a WICA licence.

Invitation to tender

21. The request for tender (RFT) was advertised on the City's Tenderlink portal. The tender was issued on 4 May 2026 and closed on 10 June 2026.
22. The RFT was also available on the Supply Nation and NSW Indigenous Chamber of Commerce (NSW ICC) websites via their member opportunity boards.

Tender submissions

23. Two organisations submitted a tender bid:
- Innaco Pty Ltd (ABN 33 119 715 052)
 - Sydney Water Corporation (ABN 49 776 225 038)
24. No late submissions were received.

Tender evaluation

25. All members of the Tender Evaluation Panel have signed conflict of interest declarations. No conflicts of interest were noted.
26. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary - Attachment A.
27. All submissions were assessed in accordance with the approved evaluation criteria being:

Evaluation criteria	Weighting (%)	Overall (%)
Company Capacity: Company profile, water reuse and reticulation system O&M experience, history, org chart, Modern Slavery compliance, Quality Management Systems, Environmental programs, social procurement and Aboriginal and Indigenous involvement. Programs and systems that display good corporate citizenship and align with the values of the City of Sydney.	10	65
Personnel Capability: The people, the team including any sub-contractors, qualifications, technical ability, personal experience, CVs, percent allocation of key people.	10	
Proposed Methodology: Deals with operations and process control, water quality management (AGWR), maintenance and asset management, incident response, WHS, and Heavy Vehicle Chain of Responsibility compliance. Site-specific considerations in proposed methodology including Site Access and Traffic Management Plan, schedule of plant, equipment and materials. Quality of example O&M documentation, example WHS Management Plan and water quality management plan. On-call coverage plan and emergency response plan.	10	

Evaluation criteria	Weighting (%)	Overall (%)
Service Delivery Program: Draft service program including mobilisation, transition, and operation phase, preventive maintenance schedule, monitoring and reporting, rostering.	10	
Relevant Experience: Provide three examples of the operation of similar recycled water scheme(s) including reticulation. Project experience inclusive of ultrafiltration and reverse osmosis, demonstrating compliance and performance. Example projects are of a similar size and nature, with more than 30 connected customers, and demonstrate the direct capability to deliver a project as described in the tender specification.	20	
Performance, standards and reporting: demonstrated experience and understanding of the KPI framework, data/reporting systems, transparency, continuous improvement.	5	
Mandatory criteria: Financial and commercial trading integrity, Insurance is compliant with the City's requirements, as confirmed by Insurance Services, Material Acceptance of the City's Standard Form Contract.	Mandatory	
Schedule of Prices	20	35
Schedule of Rates	15	
Total percentage	100	100

Recommendation to reject and negotiate

28. A reject and negotiate process is recommended following the outcome of Tender T-2025-1717.
29. The open tender has tested the current market for the operation and maintenance services required by the Green Square Water Reuse Scheme . While the process demonstrated some market interest, no tenderer is appointable.
30. Re-tendering is not recommended. There is insufficient evidence that re-tendering would result in a different outcome. Re-tendering would require additional procurement time while the current operating agreement approaches its end date.

31. The reject and negotiate process provides an opportunity to engage directly with suitable parties that have demonstrated interest in the Green Square Water Reuse Scheme, better understand their ability and requirements, address matters identified during the previous tender process, and seek a viable long-term operation and maintenance arrangement.
32. The proposed extension of the current Major Services Agreement with Sydney Water is needed to provide time to undertake the reject and negotiate process while continuing the operation of the Green Square Water Reuse Scheme services.

Options

33. Option 1 – Proceed with reject and negotiate (recommended)
 - (a) Proceed with a reject and negotiate process with suitable parties.
 - (b) This is recommended because the recent open tender has demonstrated market interest but did not result in a contract award. Further engagement with suitable parties provides an opportunity to negotiate directly with appropriate suppliers to determine whether a viable long-term arrangement can be secured on suitable terms.
34. Option 2 – Re-tender (not recommended)
 - (a) Undertake a new open tender for the operation and maintenance of the Green Square Water Reuse Scheme.
 - (b) This is not recommended because the recent open tender has tested the market but did not result in a contract award. Re-tendering would require additional time without ensuring a successful outcome, while the current agreement approaches its end date.

Risks

35. The ongoing operation of the Green Square Water Reuse Scheme is consistent with the City's risk appetite which notes that we embrace innovative solutions and emerging technologies that enable us to enhance sustainability.
36. The City's Risk Appetite Statement acknowledges that we actively explore and invest in sustainable alternatives, renewable energy sources and efficient resources allocation. However, it also acknowledges that we have no appetite for operations outside laws and relevant industry standards and seek to strike a balance between innovation and protecting our reputation. There are a number of competing risk elements in relation to the operation of Green Square Water Reuse Scheme which will be assessed as part of the reject and negotiate process.

Financial Implications

37. Financial implications associated with the proposed extension, including contingency for variations in operating and maintenance costs, are detailed in Confidential Attachment A.

Relevant Legislation

38. The procurement process has been undertaken in accordance with the Local Government Act 1993 and Local Government (General) Regulation 2021.
39. Sydney Water is currently providing operation and maintenance services for the Green Square Water Reuse Scheme. As set out above, the City is exempt from the requirement to hold a WICA licence to operate the Green Square Water Reuse Scheme and the tender was carried out on the basis that the City would be responsible for the licence requirements of the Green Square Water Reuse Scheme and the tenderers would not be required to hold a WICA licence for the Green Square Water Reuse Scheme.
40. Local Government Act 1993 - Sections 10A and 10B provide that a council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business if it is in the public interest to do so.
41. Attachment A contains confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
42. 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

43. 30 October 2026 – current contract expires.

KIM WOODBURY

Chief Operating Officer

Mufid Noufal, Water Systems Manager

CONFIDENTIAL

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

Document is Restricted