Attachment B

Annual Report 2025/26 – Delivery Program 2025–2029 - Progress Report 2025/26



Delivery Program 2025–2029

Progress Report

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

Annual Report
2025/26

CITY OF SYDNEY



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

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

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Cover image: George Street transformation, City Centre. Mark Metcalfe/City of Sydney

Message from the Lord Mayor

Environment and sustainability

Our commitment to creating a greener city continues to deliver results. Since 2008 our tree canopy cover has grown from 15.5% to 21.7% in 2026. We are the only Australian city to have consistently increased our canopy over the last decade, and we're continuing to work towards our ambitious targets of 40% green cover and 27% canopy cover by 2050.

This year, we planted 1,164 trees across the city, including 762 street trees and 402 park trees. New trees were added to locations such as Hyde, Pirrama, Victoria, Prince Alfred, Federal, Rushcutters Bay and Sydney parks, as well as Orphan School Creek, Mountain Street, Regent Street and Edgley Street reserves, Southern Cross Drive, and streetscapes in Rosebery, Glebe, Erskineville, Surry Hills, Redfern and Darlinghurst. We also continued our in-road planting program, completing major works in Rosebery and Glebe.

Reducing emissions and energy use remains a focus. This year we replaced around 3,469 lights with energy-efficient LEDs equipped with smart controls, cutting energy consumption for those upgraded lights by approximately 37%.

We also completed the electrification of pool and shower heating at Andrew (Boy) Charlton Pool, transitioned gas cooking equipment to electric at 5 sites and replaced gas hot water systems with electric alternatives at 2 sites.

Community facilities and services

The upgraded Andrew (Boy) Charlton pool features almost 50,000 new tiles, improved accessibility, new decking and timber seating, and shade sails. The project also included restoration works to the grandstand, repairs to concrete and steel structures, and upgrades to the plant room.

Attendance at aquatic and leisure centres surpassed 2 million visits for the first time this year. Strong participation in fitness programs and a diverse range of community activities contributed to this milestone. Highlights included the Trans Joy Swim and Gym event, free entry for older residents during the Seniors Festival, Youth Week activities, Pride Month and National Reconciliation Week events, gym access through the Take Charge program supporting people living with mental illness and learn to swim and aqua programs for asylum seekers and Ukrainian women.

We also delivered new community facilities through the joint Green Square Public School and Community Spaces project with the Department of Education, providing dedicated community spaces that are available year-round, along with facilities that can be used by the community outside school hours.

Our libraries experienced strong growth, with membership reaching 92,314, the highest level since December 2022. Changes to membership options have made it easier for people to join and access services.

During the year library users accessed more than 1.95 million items, the highest in three and a half years. This included 1,544 home deliveries to residents who are unable to visit a library in person.

Heritage and city revitalisation

In May 2026, we completed the restoration of the heritage-listed Chinatown Ceremonial Gates. The project was a finalist in the 2026 NSW National Trust Heritage Awards. Works included new lighting, replacing deteriorated concrete sculptures with granite lions in keeping with the original design, installing new granite plinths, upgrading decorative timber panels and restoring the 2 marble plaques on the north gate.

The restoration forms part of the broader Haymarket and Chinatown Revitalisation Strategy, which includes the Dixon Street public domain upgrade, the Belmore Park upgrade and Haymarket grant programs. To support businesses during construction works on Dixon Street, the City distributed ‘support local’ posters for shopfronts.

Active transport

Encouraging active transport remains a priority. A highlight this year was completion of the new Oxford and Liverpool Street 2-way separated cycleway, which opened in July 2025 and recorded its one millionth bike trip on 2 July 2026. The route connects Taylor Square with the Bourke, College and Castlereagh Street cycleways, creating a safer and more connected cycling network.

In December 2025, we also completed several other cycling projects, including the King to College Street connection alongside Hyde Park, the Wellington Street cycleway between George Street and Waterloo Metro Station, and the George Julius Avenue cycleway in Zetland.

Major events and city life

Sydney's New Year's Eve celebrations once again brought the city together, with more people able to enjoy the festivities thanks to expanded viewing areas and the addition of western-side launch sites. Fireworks and pyrotechnics lit up the skyline from multiple locations across the CBD, including the Sydney Opera House, Harbour Bridge and city rooftops.

The celebration provided an opportunity for the city to honour the victims of the Bondi Junction tragedy. Before the 9 pm family fireworks, the Harbour Bridge pylons displayed a dove and the word "Peace". A minute's silence was also held at 11 pm, with the pylons illuminated in a symbolic display featuring a menorah.



Clover Moore AO

Lord Mayor

We continued to support community aspirations for the Aboriginal Cultural and Knowledge Centre at 119 Redfern Street. Over 1,800 people participated in cultural events, workshops, exhibitions, yarning circles and youth and Elders programs throughout the year, supporting cultural connection and community wellbeing.

Food security continued to be a priority. Through advocacy, partnerships and grant funding, we supported organisations working to improve access to affordable and healthy food.

Food support grant recipients distributed more than 241,000 kilograms of food, including almost 192,000 meals, and more than $85,000 in food vouchers. Meals on Wheels delivered 52,459 meals, a 5.2 per cent increase on the previous year, while 25,875 sanitary items were distributed through community partners. The City also continued coordinating the Food Operations Working Group to strengthen collaboration and improve referral pathways across the sector.

We also continued to support international students. Events including Christmas in the City and the Lord Mayor's Welcome for International Students helped build social connections and access support services. The 2026 welcome event attracted 889 students from 94 countries. The program received state recognition, with the Lord Mayor's Welcome for International Students winning the Industry Excellence Award at the NSW International Education Awards 2025.

Finally, we continued supporting community safety and social cohesion initiatives. In November 2025, the City partnered with NSW Police and Counterpoint Community Services to host Cuppa with a Cop in Waterloo. The event brought together approximately 55 residents, police and local service providers in an informal and welcoming setting, strengthening relationships and community connections.

Message from the CEO

The pressures facing our community continued to grow this year. Cost of living pressures and housing affordability challenges that emerged during and after the pandemic have intensified, while the impacts of climate change are becoming increasingly evident. In response, we have continued to advocate for greater equity in housing and worked closely with the NSW Government on key initiatives, including the decision to return the Wentworth Park greyhound track to active recreation use while supporting housing growth.

Advocacy remains an important part of the City's work. Throughout the year, we made submissions to both the NSW and Australian Governments on a range of matters affecting our residents, workers and visitors. These included housing and planning reforms, disability inclusion, food security, climate adaptation, walkability, artificial intelligence and data centres, procurement guidelines, energy-from-waste proposals, shared e-micromobility reforms and a range of State Significant Development Applications.

At the same time, we continued to strengthen our governance, risk and compliance frameworks. Ongoing improvements to systems, reporting, education and governance processes have enhanced organisational oversight with a significant focus on embedding the City's Risk Appetite Statement into decision-making across the organisation.

We also progressed a range of initiatives to modernise our operations and improve services for the community. In May 2026, we introduced a new digital booking platform, making it easier for residents to book venues, community centre activities, classes, events, school holiday programs, library spaces and cultural activities. Residents can now manage bookings online through a self-service portal, make payments securely and book events directly through the What's On website. Digital parking permit renewals were also introduced in June 2026.

We also continued upgrading core technology infrastructure, enterprise platforms, cyber security and business systems, while completing major device and storage refresh programs.

Climate adaptation and sustainability remained key priorities throughout the year. Recognising that extreme heat is one of the greatest risks facing our community, particularly for people experiencing disadvantage, we advocated for stronger planning and policy responses through our submission to the Climate Change and Natural Hazards State Environmental Planning Policy. This work contributed to the development of new extreme weather guides covering storms, flooding and heat events, along with a social media campaign focused on practical actions people can take during hot weather.

We also continued supporting vulnerable community members during heatwaves through cooling hubs operated by St Vincent's Hospital Sydney in partnership with the City. These facilities provide fans, misting spray and drinking water for people experiencing homelessness and have been activated 11 times over the past 3 years, including during the significant heatwave in January 2026, when Western Sydney recorded its hottest day in six years

Community preparedness was further strengthened through initiatives such as the Waterloo Heatwave Preparedness event, attended by more than 100 residents, and a heat preparedness workshop in Glebe delivered in partnership with the Australian Red Cross.

Our commitment to achieving net zero emissions also continued to progress. We allocated more than $18 million in the long-term financial plan to replace gas equipment across City-owned properties, including cooking equipment, hot water systems and heating boilers. One quarter of the City's fleet is now electric, with 82 electric vehicles in operation.

Significant progress was made in sustainable water management. The City now manages more than 40 rainwater recycling systems across the local area, providing alternative water sources for toilet flushing, cleaning and other non-potable uses. Three new rainwater tanks were installed at Woolloomooloo Depot, while recycled water met 95% of irrigation demand in parks connected to recycled water systems. We also expanded the Green Square Water Reuse Scheme to service the Meriton development on the former Suttons site, supplying recycled water to approximately 855 residential dwellings and 6,500 square metres of public open space.

Across the city, we continued to invest in community infrastructure and public spaces. Upgrades were completed at several neighbourhood parks and reserves, including Vescey Reserve, Regent Street Reserve, Robyn Kemmis Reserve, Cooper Street Reserve, Edgley Street Reserve and Wulaba Park. Improvements included new seating, pathways, water bubblers, upgraded lighting, additional landscaping, tree planting and enhanced play spaces for children and families.

We also delivered accessibility improvements, including a new hearing augmentation system at Huntley Street Recreation Centre.

This work was complemented by industry recognition for several of our built environment projects. The restoration of Town Hall House received the Conservation Award at the National Trust (NSW) Heritage Awards, while Pyrmont Community Centre was awarded the Judges' Choice for Architecture.

Supporting children and families remained a key focus throughout the year. The City's education and care services supported 843 children through long day care, occasional care, preschool and outside school hours care programs. Across 10 services, more than 60,000 sessions of care were delivered, with almost one quarter provided free or at a discounted rate. Families also benefited from a diverse range of educational, cultural and recreational programs, excursions, workshops and community celebrations throughout the year.

The City continued to invest in culture, creativity and inclusion. Through our grants programs and support for City-owned cultural spaces, 139 creative and cultural organisations were supported, employing hundreds of artists and creative workers and delivering more than 1,200 events. Major festivals supported by the City, including Sydney Fringe, Sydney Festival, the Biennale of Sydney, Sydney Film Festival and Sydney Writers' Festival, collectively employed more than 1,800 artists and creative workers, contributing to Sydney's vibrant cultural life and creative economy.



Monica Barone PSM

Chief Executive Officer

Image 1. Hilda Booler Kindergarden, Glebe. Adam Hollingworth/City of Sydney

About Sydney

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

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

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

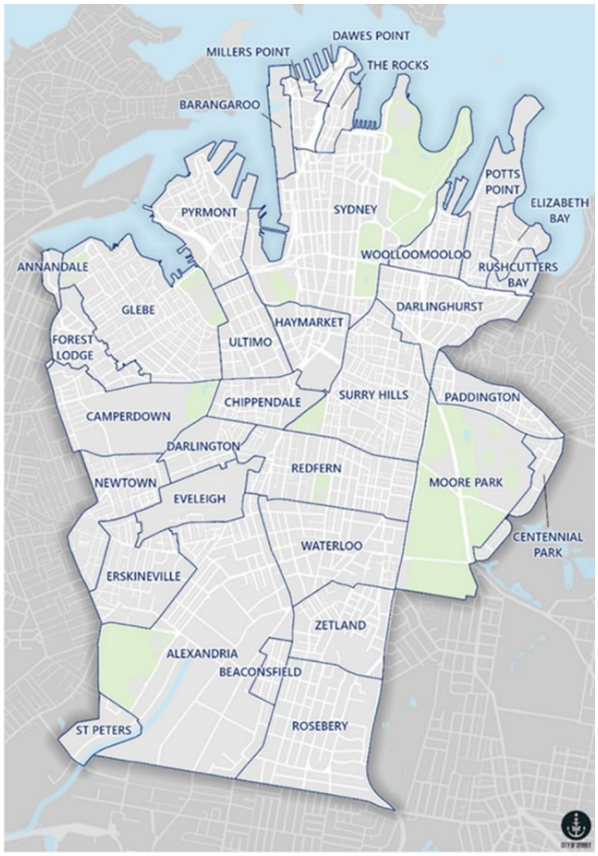


Figure 1. Map of the Sydney local government area showing the 33 area suburbs

Defining Sydney

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

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

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

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

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



Image 2. Outdoor dining, Crown Street, Sydney. Abril Felman/City of Sydney

About the City of Sydney

The City of Sydney – roles and responsibilities

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

Councils exist to:

– provide a representative, informed and responsible decision-making body

– develop the local community and its resources in a socially just and environmentally responsible way

– ensure local public services and facilities respond effectively to community needs.

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

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

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

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

Functional responsibilities

– Provide for local services and manage facilities that benefit ratepayers, residents and visitors.

– Protect the environment and improve local amenity.

– Represent and promote the interests of ratepayers and residents.

– Attract and provide infrastructure for commerce, tourism and industry.

– Establish and support organisations and programs focussed on the local community.

– Protect health and provide for the welfare, wellbeing and interests of the local community.

– Provide for development in the local area.

– Manage, improve and develop resources available to Council.

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

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



Figure 2. City of Sydney organisational chart

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

Our awards

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

Our projects and programs:

City of Sydney blister pack recycling system – winner of Local Government Partner of the Year – Pharmacycle (The Pharmies 2025 award)

Wimbo Park, Surry Hills – winner of the Parks and Open Space category – National (AILA) Landscape Architecture Award.

Lord Mayor's Welcome for International Students – winner of Industry Excellence category – NSW International Education Awards 2025

The Woman of the Water (visual centrepiece for the 2026 Sydney New Year's Eve celebrations) – gold winner of graphic design – generative AI – 2026 Better Future Australian Design Awards

Sydney Your Say: Transforming digital community engagement:

– gold winner of expanded service or application – 2026 Better Future Australian Design Awards and

– silver winner of Digital – Government – 2026 Better Future Australian Design Awards

Town Hall House Remediation – winner of Built Conservation – National Trust (NSW)

Pyrmont Community Centre – City of Sydney and Welsh + Major:

– winner – Judges Choice – National Trust (NSW)

– winner of Architecture category – National Trust (NSW) and

– shortlisted in the civic and community category – 2025 World Architecture Festival Awards

City of Sydney – winner of Creative Bureaucracy Award – Creative Bureaucracy Festival

Green Square Public School and Community Spaces with BVN:

– shortlisted in the Built Outcomes category – 2026 Australian Urban Design Awards

– shortlisted in the Public Design category – 2026 Australian Interior Design Awards and

– finalist in the Development of the Year category – The Urban Developer Awards for Industry Excellence

George Street Transformation – commended for Award for Social Impact – ArchitectureAu Award

Community Technology Initiative – finalist in the Customer Value category – CIO50 Awards Australia 2025

City of Sydney – Community digital transformation delivering an integrated ecosystem – finalist in the Local government Technology Project category – 2026 iTnews Benchmark Awards

Chinatown Ceremonial Gates, Haymarket – highly commended in the Interiors and Objects category – National Trust (NSW)

JOY, Darlinghurst – finalist in the Interiors and Objects category – National Trust (NSW)

Our people

Digital Innovation team – finalist in the Innovation in Emerging Tech category – CIO50 Awards Australia 2025

Veronica Lee, Executive Director of City Services – awarded Public Service Medal – The Governor-General of Australia – King's Birthday Honours

Dr Tom Gao, City of Sydney:

– Ranked 9 from Top 50 Best Chief Information Officers in Australia by CIO50 Awards Australia 2025 and

– finalist in the Local Government Technology Leader of the year category – 2026 iTnews Benchmark Awards



Image 3. Raingardens, Baptist Street, Surry Hills. Katherine Griffiths/City of Sydney

The integrated planning and reporting framework

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

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

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

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



Image 4. Rainbow crossing, Darlinghurst. Katherine Griffiths/City of Sydney

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

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

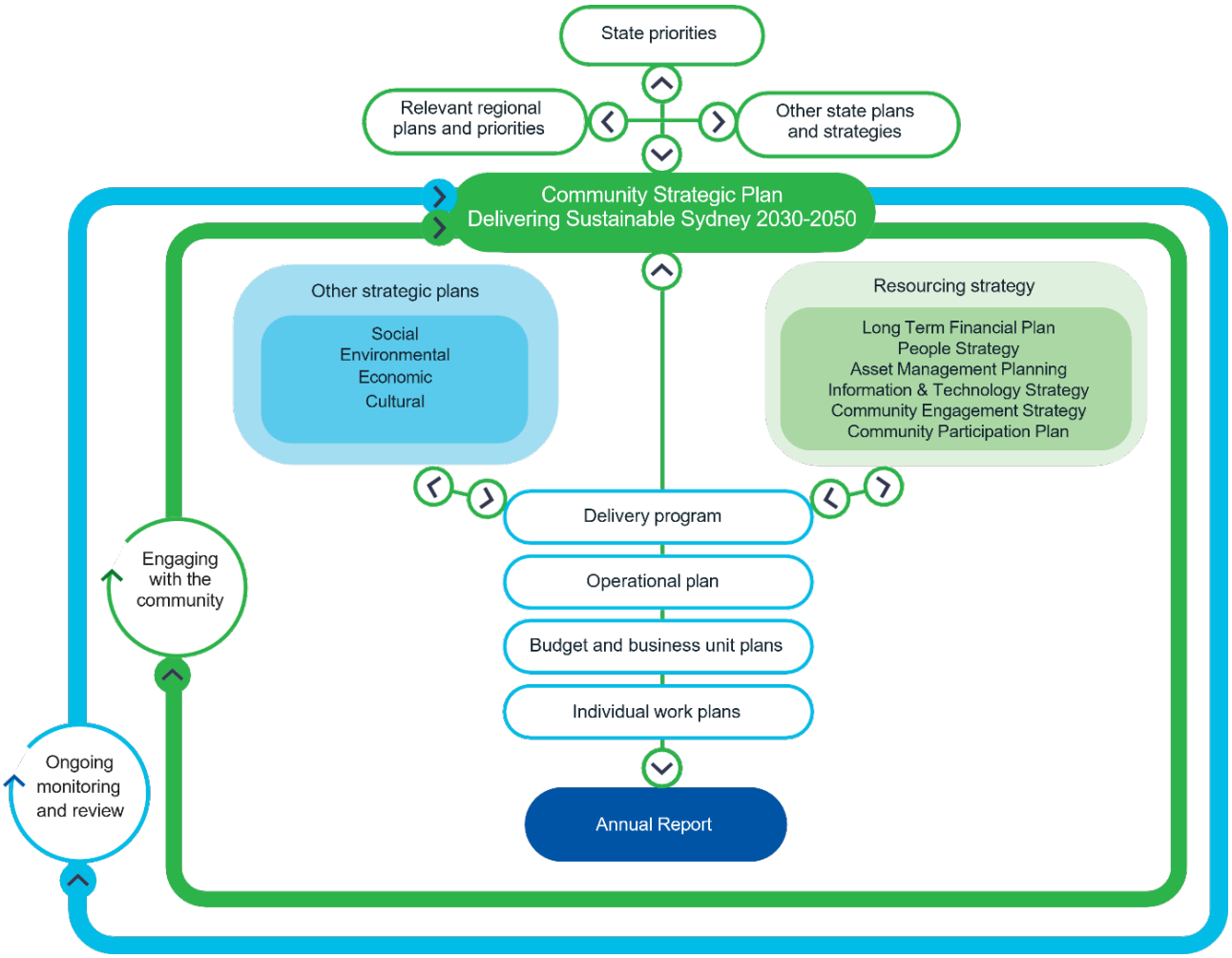


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

How the documents relate

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

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

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

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

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

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

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

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

Resourcing the plan

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

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

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

1. Long term financial plan

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

2. People (workforce) strategy

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

3. Asset management planning

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

4. Information and technology strategy

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

5. Community engagement strategy and community participation plan

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

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

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



Figure 4. City of Sydney 2026 resourcing strategy and integrated documents

Monitoring and review

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

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

Additionally, the community strategic plan contains 10 targets to measure progress.

2030–2050 Targets

Progress against our targets

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

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

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

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

	Sustainable Sydney Target	Progress
	*By 2035 we will achieve net zero emissions in the City of Sydney local area*	As at June 2025, annual greenhouse gas emissions were 3,047,995 tonnes C02-e, a decrease of 48% per cent across the local government area, based on 2006 levels.
	*By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area.*	Total canopy cover of the local government area has increased from 15.5% per cent in 2008 to 21.7% in 2026. In our area 33.6% was green cover.
	*By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area.* *Non-residential potable water use will be reduced by 10% from 2018/19 levels.*	In 2024/25, each person in the City of Sydney local area used 191 litres of water each day. Non-residential potable water use has decreased 16% from the 2019 baseline.
	*By 2035 there will be a 15% reduction in waste generated by each person based on 2023 levels.* *And by 2035 there will be 90% recycling of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.*	In 2025/26 there was a 13% reduction in the amount of residential waste collected per capita from the 2023 baseline. 48% of residential waste from our local area was diverted from landfill in 2025/26. Results for diversion of waste from landfill for commercial and industrial businesses and construction and demolition projects in our local area are derived from NSW EPA data for the whole state and a study completed in 2021. We estimate 55% of commercial and industrial waste is being diverted from landfill (data from 2025 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).
	*By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.*	There were 519,839 jobs in the local area at last count in 2022. Despite the significant economic impact of the pandemic, the city of Sydney saw an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector which accounted for 125,000 jobs in the City of Sydney. The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

Sustainable Sydney Target	Progress
By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. *Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.*	As at June 2026, in the City of Sydney local area there were: – 126,427 private dwellings representing 81% of the private dwelling target for 2036. This is a net increase of 707 between June 2025 and June 2026 – 17,555 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 100% of the non-private dwelling target for 2036 – an estimated 8,835 social housing dwellings, representing 7 per cent of private dwellings – 1,665 affordable and diverse housing dwellings consisting of 1,442 affordable housing dwellings and 223 diverse housing dwellings. This represents 1.3% of private dwellings – 2,309 affordable and diverse housing dwellings in the development pipeline and – 577 affordable and diverse housing dwellings were in the pre-application stage. The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings. If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 6,501 by 2036. This equates to roughly 54 percent of the 12,000 affordable dwellings target for 2036, or about 4.2 percent of the private dwellings target for 2036.
By 2036 new cultural production floor space in the City of Sydney local area will have increased to at least 40,000 m² from1,212,900m² in 2017.	Between 2017 and 2022, the city's creative floor space decreased by 63,992m² from 1,212,900 m² to 1,148,908 m². The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

	Sustainable Sydney Target	Progress
	*By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.*	At the time of the 2021 Census, the proportion of workers who used public transport, walked or cycled to come to work in our area was 51.4%. (70.4% in 2011, 74.0% in 2016). The 2021 Census was conducted during a lockdown where many people worked from home and the result of 51.4% using public transport / cycling / walking is not an accurate representation of the longer term trends of public and active transport use. However, state government data shows trips on public transport in the Sydney CBD increased from a monthly average of 12 million in 2020/21 to 21 million in 2025/26.
	*By 2030 every resident will be around a 10-minute walk to what they need for daily life.*	As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services: - fresh food – 99.95% - child care – 99.38% - health – 100% - leisure – 99.97% - social – 99.94% - learning – 99.3% - cultural – 97.5%, and - public open space – 100%. The next release of data will be available when the City of Sydney Floorspace and Employment Survey is completed in 2027/28.

Sustainable Sydney Target	Progress
By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.	The 2023 wellbeing indicators showed that: – 72% of those surveyed believed that most people can be trusted. That was unchanged from 2018, up from the baseline of 67% in 2011 but slightly lower than the 2015 result of 75%. – 46% of those surveyed felt satisfied with feeling part of the community. This is slightly higher than the 2018 result of 44%, but a little lower than the 49% baseline in 2011. – 53% of those surveyed say they can 'definitely' or 'sometimes' get help from their neighbours when needed, which is higher than the 2018 results of 50%, but lower than the 2011 baseline of 55%. This is in contrast to 72% of those surveyed saying they are definitely willing to help their neighbours. The next release of data will be available when the City of Sydney Wellbeing Survey is undertaken in 2027/28.



Image 5. Darlinghurst Sydney Streets event, Darlinghurst. Phoebe Pratt/City of Sydney



Image 6. Hilda Booler Kindergarden, Glebe. Adam Hollingworth/City of Sydney





Delivery Program 2025–2029

Progress Report

June 2026

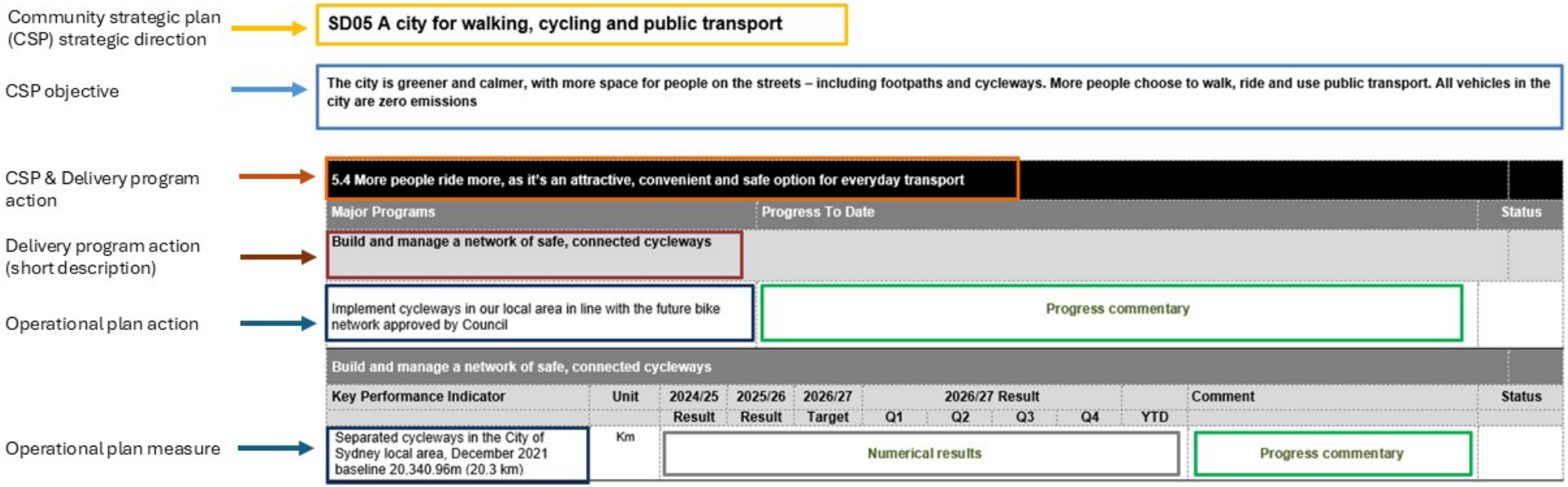
The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY

Delivery Program Progress Report

An assessment of the City's performance for the year 2025/26 on the objectives and targets in its delivery program and the effectiveness of the principal activities follows. Instructions on how to read this report is below.

How to read this report



City of Sydney – Delivery program 2025-2029 – Progress report 2025/26

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Glossary

Appendix 1: Status definitions for progress reports

This report was previously published at the 17 August 2026 Committee meeting. The City has taken all reasonable care to provide information which is accurate at the time of publication. This may later be revised where data are adjusted or newer information is made available. Where we revise data, this will be noted in the commentary.

SD01 Responsible governance and stewardship

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

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

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

	Preparation work for the 2025/26 Annual Financial Statements is underway including audit planning and interim audit work in line with the year-end timetable.	
Ensure Council electoral processes are well managed and meet legislative requirements	The City now has the same responsibilities to its non-residents as every other local government authority in NSW and has fully transitioned to meet its current obligations. Processes have been documented and management roles are in place to ensure the City meets all legislative requirements. All obligations for the last local government elections in 2024 were successfully met. No action was required in 2025/26.	**On Track**
Foster leadership capabilities		
Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community	Councillors receive regular (weekly) information updates and workshop sessions on relevant issues. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by the Office of Local Government, LGNSW and other providers is provided to all Councillors as applicable. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.	**On Track**
Provide high quality internal legal advice and representation		
Provide legal services and support to the organisation, optimising outcomes for the City	Ongoing support being provided across the organisation on significant transactions, capital projects, procurements and litigation.	**On Track**

Optimise governance, risk and audit frameworks

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Public interest disclosures received	No	2	4	-	0	3	3	2	8		Indicator Only
Data breaches reported to the Mandatory Notification of a Data Breach Scheme	No	0	1	-	-	-	-	0	0	New measure. No data breaches were reported in the 2023/24 or 2025/26 financial years. One data breach was reported in FY 2024/25.	Indicator Only
Lost time injuries	No	43	69	-	25	10	14	16	65		Indicator Only

Foster leadership capabilities

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

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

Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities	4 new data products (open data sets, interactive maps) have been published on the City's Data Hub. The Data Hub now contains 160 data products. - 9,759 new items were proactively published to the Archives & History Resources catalogue, including the migration of 281 oral histories from the City's website. The catalogue now contains 1,083,749 items. Enhancements included transcriptions of volumes of Minutes of Council and 25,000 index entries for the Surveyors Field Books. Digitisation projects included the Finance Committee Reports, 1857-1898 and the Town Clerks Correspondence Files, 1900-1913. 29 collections and place records were added, including a number of water features. The City Archives has continued to work toward targets for improvements in the management of records of Aboriginal and Torres Strait Islander records in the City Archives.	**On Track**
Provide business and spatial intelligence		
Deliver business and spatial intelligence for better planning, operations, and decision making	19 Internal dashboards and 24 spatial and business intelligence apps were deployed this year to support a range of business services and activities.	**On Track**
Strengthen workforce capability, diversity and inclusion		
Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan	The City continues to implement its People Strategy, building on programs that enhance workforce capability, streamline ways of working, and strengthen manager insights through improved reporting tools. The People Strategy has been refreshed and a detailed implementation plan developed and execution underway.	**On Track**
Implement actions in the City's EEO, Diversity and Inclusion Action Plan	The City continues to implement initiatives that promote Equal Employment Opportunity, diversity and inclusion. Our anti-racism framework and supporting resources were refined through stakeholder consultation, with feedback informing improvements to governance, accountability and implementation planning. A First Nations representative also presented the Eora Journey program and Stretch Reconciliation Action Plan at the New Starter Forum in March 2026. In addition, the gender affirmation support program progressed through planning and development, with consultation and implementation scheduled for the second half of 2026. Inclusion and accessibility also remain key considerations in developing the City's leadership and management programs.	**On Track**

Develop responsive digital services

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

Provide access to City of Sydney information and data											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
GIPAA formal access applications received	No.	46	83	-	14	15	21	20	70		Indicator Only
GIPAA informal access applications received	No.	2,895	2,904	-	787	664	748	782	2,981		Indicator Only

Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Approved full time equivalent establishment positions	No	2,002.25	2,092.15	-	2,090.55	2,090.55	2,087.26	2,094.22	2,094.22		Indicator Only
Vacancy rate	%	6.49	5.39	-	4.52	6.5	4.73	5.29	5.26		Indicator Only

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

Major Programs	Progress To Date	Status
Maintain financial sustainability		
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	We continually review service costs, business cases and improvement opportunities to ensure value for money.	**On Track**
Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	Quarterly budget review statements were provided to Council throughout 2025/26 that confirmed the organisation remains in a sound financial position. The 2025/26 year-end performance is to be reported in August 2026 and the audited financial statements will be presented in October 2026. The 2026/27 Long Term Financial Plan was adopted by Council in June 2026, with monitoring against the updated projections commencing with Quarter 1 reporting in November.	**On Track**
Integrated planning and reporting		
Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	The City's 2026/27 operational plan and 2026 resourcing strategy were adopted by Council on 29 June 2026 after public exhibition. The City's 2024/25 annual report was completed in line with legislative requirements and endorsed at the November 2025 Council meeting. Work has commenced on the annual report for 2025/26.	**On Track**
Advocate for equitable contributions from ratepayers		
Collaborate with the NSW Government to achieve positive rating legislative reforms	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing regulations and guidance to support rating reforms, as and when required.	**On Track**

Optimise investment property returns		
Manage the City of Sydney's investment property portfolio to optimise revenue opportunities	The City has continued to strengthen the performance of its investment portfolio through proactive leasing, active asset management and targeted tenant engagement. A number of successful leasing outcomes have been achieved across the portfolio, contributing to improved occupancy, increased revenue and a stronger tenant mix in key assets. While market conditions remain competitive, with tenants continuing to seek quality and fully fitted premises and leasing incentives remaining an important consideration for commercial tenants, the portfolio has demonstrated improved performance through disciplined commercial decision-making and strategic lease management. The City will continue to focus on enhancing asset performance, maximising sustainable revenue opportunities, sustainability and securing long-term tenancy outcomes that support the ongoing value of the investment portfolio.	**On Track**
Ensure best practice procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	City business units can now independently manage sourcing activities under $150,000 in value through streamlined, standardised pathways with embedded governance, probity, and value-for-money requirements. Redesigned processes reduce reliance on central procurement while strengthening compliance through clearer approvals, templates, and guidance, alongside enhanced evaluation criteria such as whole-of-life cost, risk, and supplier capability. Improvements include stronger governance controls, automated procurement and record management, integrated sustainability requirements, updated internal guidance documents, a new support model, internal training, enhanced terms and insurance guidance, and centralised management of the tendering system.	**On Track**

Maintain financial sustainability

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	2.27	2.01	-	-	-	-	1.32	1.32	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**
Own source revenue ratio. Benchmark >60%	%	84.47	85.62	-	-	-	-	83.84	83.84	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**
Building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark > 100%	%	103.97	116.38	-	-	-	-	135.97	135.97	Data for 2025/26 was not available at the 17 August committee meeting. This data is now available and has been updated.	**On Track**

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

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

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

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

	the World Cities Culture Report, released in January 2026, providing data on Greater Sydney's cultural life and industries. Resilient Sydney has presented internationally on the Greater Sydney Heat Smart City Plan and is a participant in Resilient Cities Network's Climate, Health and Equity Community of Practice. They have worked with Resilient Cities Catalyst and WSROC to invest in heat risk reduction projects in western Sydney, as well as hosting officials from the German and Japanese Governments, and providing briefings on the Resilient Sydney Strategy (2025-2030) and enhancing social cohesion. Resilient Sydney also presented to C40 on the Resilient Sydney data platform. Resilient Sydney's Chief Resilience Officer and Steering Committee Chair joined an international cohort of Chief Resilience Officers and mayors in London at the Resilient Cities Forum Summit in December 2025 focused on shaping the next decade of urban resilience. They also met with Greater London Authority, UK Preparedness Commission and Deputy Mayors leading work on the World Cities Culture Forum and Net Zero.

SD02 A leading environmental performer

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

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

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

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,553.9	11,719.7	-	-	-	-	13,103.8	13,103.8	2025/26 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. 2024/25 data has been revised.	Indicator Only

Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste). Net zero by 2035	Tonnes CO2	3,225,392	3,047,995	-	-	-	-	-	-	2024/25 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. Data for 2025/26 is not yet available.	Indicator Only

Reduction in City of Sydney local area greenhouse gas emissions. Target 70% reduction from 2006 baseline of 5,815,521 tC02e by 2030.	%	44.54	47.59	-	-	-	-	-	-	2024/25 data was not available at the time of the 17 August 2026 Committee meeting. This data is now available and has been updated. Data for 2025/26 is not yet available.	Indicator Only
Environmental grants approved by the City of Sydney	$ '000	703.89	604.9	-	413.56	389.11	0	0	802.66	This year, 52 environmental grants were provided by the City. These projects were supported through the Green building, Festival and events, Innovation and ideas and Venue support grants programs.	Indicator Only

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

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

Improve urban greening and canopy cover

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
New plants planted in City parks and street gardens	No.	78,579	79,707	50,000	33,616	37,515	10,651	27,895	109,677	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting included: Hyde Park, Pirrama Park, Victoria Park, Sydney Park, Orphan School Creek, Prince Alfred Park, Mountain Street Reserve, Regent Street Reserve, Edgley Street Reserve, Federal Park, Southern Cross Drive, Rushcutters Bay Park and streetscapes in Rosebery, Glebe, Erskineville, Surry Hills, Redfern and Darlinghurst.	**On Track**
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,888	12,054	9,000	2,671	3,560	1,459	2,859	10,549	Significant projects have included Rosebery Avenue and Crew Place, Rosebery Avenue crossing, Rosebery, in-road tree planting at Anne Street Surry Hills, Oswald Lane Darlinghurst, Stirling Street Redfern, Ada Street Erskineville and Victoria Road Glebe. Charles and Albert Street Erskineville. Planting of the Rosebery Quiet Way. This work cools and greens the City while contributing toward the delivery of the City's greening target of 40% by 2050.	**On Track**

Improve habitat potential and biodiversity

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Area managed by the City of Sydney as native bush restoration	ha	15.2	15.68	13.5	-	-	-	16.48	16.48	Areas managed as native bush restoration have increased by 0.8ha with the addition of 5 bush restoration areas in Rosebery including Bannerman Crescent, Kimberley Grove, Southern Cross Drive and Crete Reserve and Shea Creek shared pathway at Alexandria. The bushland target will be reviewed as part of the Urban Ecology Strategic Action Plan update.	Indicator Only

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

Major Programs	Progress To Date	Status
Minimise potable water usage in the City's operation		
Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible	Final data for potable water use from Sydney Water for the financial year is still being validated. Validated data will be available when the 2026 Green Report is published. Parks water recycling systems supplied 50.1ML of non-potable water for the 2025/26 financial year through to May 2026, to supplement potable water use. For those parks with water recycling systems available, recycled water supplied 95% of irrigation water demand in those parks. Ongoing actions to reduce potable water use for irrigation in parks includes extending the trial of smart irrigation technology to irrigate based on soil sensors and weather data, renewal planning for irrigation controllers, and upgrades/enhancement of water harvesting systems.	**On Track**
Minimise potable water use in the City's operation through efficiency initiatives including water audits and utilising the leak detection framework	Design has been completed for 3 main water reuse initiatives at Alexandra Canal Depot, Kings Cross Carpark, and Prince Alfred Park Pool. A review of environmental factors has commenced. Water efficient fixtures and timers were installed on taps and showers at Ian Thorpe Aquatic Centre in June 2026. The Water Data Analytics and Integration Project is in progress. This project will deliver advanced data dashboards to enhance monitoring, reporting, and decision-making for water performance across our assets. A review of the operation of cooling towers has been completed. Preliminary adjustments have already achieved an estimated annual saving of 2–4 million litres of potable water. We have requested Sydney Water to change our Wastewater factor, which will reduce wastewater charges to the City. The City continues to manage and operate more than 40 rainwater recycling systems across the Sydney local area, providing sustainable alternative water sources for toilet flushing, cleaning, and other non-potable uses. Three additional rainwater tanks were installed at Woolloomooloo Depot.	**On Track**
Collaborate to support a water sensitive city		
Implement extension of Green Square recycled water reticulation network	The City has extended the Green Square Water Reuse Scheme recycled water network beyond the Green Square Town Centre to service the Meriton development on the former Suttons site. This extension will provide recycled water for non-potable uses to approximately 855 residential dwellings and 6,500 m² of public open space, supporting the City's commitment to sustainable water management and reducing reliance on potable water.	**On Track**
Improve stormwater quality		
Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways	The City has a multi-year program of installing and maintaining stormwater quality improvement devices to meet its targets of reducing stormwater pollution in our waterways. One major gross pollutant trap (GPT) was installed in 2025/26 while other GPTs are at various stages of investigation, design and approval. A comprehensive audit of the City's GPTs was undertaken to inform a long-term GPT renewal program. GPTs and raingardens continue to be maintained.	**On Track**

Minimise potable water usage in the City's operation

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Potable water use from the City of Sydney's operations. Target reduction from 2006 baseline of 431,000 kL	kL	364,883	374,981	-	-	-	-	438,400	438,400	2025/26 data was not available at the 17 August 2026 Committee meeting. This data is now available and has been updated	Indicator Only

City of Sydney local area residential potable water use per person per day. Target of 204 litres by 2030	Ltr	194.2	190.72	-	-	-	-	-	-	2024/25 and FY25/26 data was not available at the 17 August 2026 Committee meeting. 2024/25 data is now available and has been updated. 2025/26 data is not yet available	Indicator Only
Reduction in City of Sydney local government area non-residential potable water use. Target 10% reduction from 2018/19 baseline of 2.32 litres/sqm/day by 2030	%	19.88	16.43	-	-	-	-	-	-	2024/25 and 25/26 data was not available at the 17 August 2026 Committee meeting. 2024/25 data is now available and has been updated. 2025/26 data is not yet available. 2023/24 data has been revised	Indicator Only

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

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

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

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

Reduce waste from City operations

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	945.58	998.44	-	265.44	274.34	250.02	242.71	1,032.51	Waste collected from City owned and managed properties increased 3.4% on the previous financial year.	Indicator Only
Source separated recycling of waste from City of Sydney managed properties including aquatic centres. Target 60% by 2030	%	49	56	-	52	50	50	49	49	The target year for this measure has been changed to 2035 with the adoption of the Waste Reduction and Circular Materials Strategy 2025-2035. FY25/26 data has been revised.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 60% by 2030 and 70% by 2035	%	51	54	-	-	-	-	58	58	FY25/26 data has been revised.	**On Track**

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
City of Sydney local area total residential waste collected	Tonnes	63,871.1	65,533.46	-	16,142.08	17,007.14	16,465.75	16,089.59	65,706.60	The amount of total waste generated by residents for 2025/26 is slightly higher than last year. FY25/26 data has been revised.	Indicator Only
City of Sydney local area total residential waste collected per capita	Kg/Capita	276.7	281.13	-	-	-	-	261.88	261.88	The estimated resident population for June 2025 has become available. The 2025/26 per capita measure has been calculated using June 2025 as the base.	Indicator Only
Reduction in City of Sydney local area total residential waste collected per capita. Target 10% reduction from 2023 baseline of 300.44 kg/capita by 2030 and 15% reduction by 2035	%	18	17	-	-	-	-	13	13	The baseline for our target changed in FY25/26 to 2023 with the adoption of our Waste reduction and circular materials strategy 2026-2035. The reduction measure for previous financial years are calculated from our previous 2013 baseline. FY25/26 data has been revised.	Indicator Only

Source separated recycling of City of Sydney local area residential waste. Target 35% by 2030 and 40% by 2035	%	32.53	30.8	-	29.89	30.65	32.14	31.28	30.99	The amount of source separated residential recycling has reduced slightly since last year. Note YTD is calculated from the average of 4 quarters.	Indicator Only
City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	%	50.41	51.62	-	49.35	50.63	52.64	47.05	49.92	The residential waste diversion rate is slightly lower than the previous year mainly due to lower facility diversion rates for the residual stream. Note YTD is the average of 4 quarters.	Indicator Only

Provide flexible cleansing and resource recovery services

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

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

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

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

SD03 Public places for all

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

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

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

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

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

	- Redfern and Darlington public domain improvements - Ngamuru Avenue (Green Square to Ashmore Connector) - George Street North pedestrianisation - Dixon Street upgrade Public domain projects completed - George Julius Avenue (North) - Crown Street public domain improvements	
Deliver public amenity services		
Provide high-quality public domain cleansing service that meets the needs of the community	The City continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Night shift operations are addressing the City's unique demands during off-peak hours, allowing our day teams to move to a maintenance model in the CBD and provide increased service delivery into the villages and laneways. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. Servicing of newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones is continually revised and the procurement of fit for purpose fleet is allowing access to previously difficult areas and mobilising of previous tasks performed manually.	**On Track**
Deliver programs to ensure compliance with legislation and community safety		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	All inspection programs are being maintained and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.	**On Track**
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	For the 2025/2026 financial year there were a total of 11,166 hours of patrols conducted and 267 notices issued.	**On Track**
Shape the city's public spaces to meet community needs		
Undertake periodic review of public domain design codes in the city	The Sydney Lights Public Domain Design Code 2015 has been updated and is undergoing final review with additional work on ensuring appropriate light levels to site context (2026 version). This update addresses changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy and future update to the Inclusive and accessible public domain guidelines.	**On Track**

Increase the number of welcoming, accessible and equitable public spaces

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

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

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

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

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

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

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

Promote access to pools and sporting facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.5	96.5	90	95	95	98	95	95.75		**On Track**
Attendances at aquatic and leisure centres	000	1,998	1,923.53	-	475.74	551.84	641.56	481.03	2,150.17	2025/26 was a milestone year with attendance exceeding 2 million visits for the first time. Attendance was 7.6% higher than 2023/24, the last full year before the closure of Andrew (Boy) Charlton Pool for major renewal works, reflecting both the return of the seasonal centre and increased participation across the centres. Strong participation in fitness programs and a diverse calendar of community events and activities contributed to this result. Highlights included record attendance at the Summer Open Day (11,128 visits) and continued growth in Exercise Physiology services and popular events and targeted programs, including Seniors Festival, Yabun, Trans Joy and school holiday activities. Favourable weather conditions, including one of the warmest June on record supported attendance during a period that typically experiences lower pool visitation. Victoria Park Pool also experienced increased	Indicator Only

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

SD04 Design excellence and sustainable development

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

4.1 The city's liveability is enhanced through well planned and designed development and public spaces

Major Programs	Progress To Date	Status
Create inclusive and accessible places that support community health, wellbeing and culture		
Implement planning controls to support live performance, including through special entertainment precincts	A planning proposal and precinct management plan has been prepared to create special entertainment precincts (SEP) in existing late night trading areas. The proposal was approved by Council for public exhibition in March 2026 and is with NSW Government for Gateway Determination. A proposal for a special entertainment precinct on King Street, Newtown was reported separately in June with an aligned approach with Inner West Council, in response to a Council resolution. The King Street SEP proposal is also now with the NSW Government for Gateway determination.	**On Track**
Create places that are well-connected and reflect local character and heritage		
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings	New planning controls for the Pyrmont Peninsula, in response to the NSW Government's Pyrmont Peninsula Place Strategy, were approved by Council in October 2025. These planning controls are with Government for finalisation and making. Our Stage 2 proposal for Pyrmont Peninsula planning controls will be reported in second half of 2026. Proposed heritage listings of modern apartment buildings was exhibited in December 2025 and will be reported to Council in the second half of 2026. Oxford Street listings of significant to the LGBTIQA+ community have been adopted by Council and are close to finalisation. In March 2026, Council approved a Housing Discussion Paper to consult the community on possible planning control changes for more housing in the council area. A post exhibition report of the Housing Discussion Paper will be reported in the second half of 2026.	**On Track**
Deliver economic, environmental, social and cultural sustainability objectives through urban renewal		
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required	The City continues to deliver new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Many of these streets and open spaces are being delivered through planning agreements with private developers. New community facilities have been delivered as part of joint projects with the Department of Education such as the recently completed Green Square Public School and Community Spaces. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of events and activities in Green Square Plaza and other public spaces in Green Square is ongoing as part of the City's community/ place making initiatives. The City has also commenced preparation of public domain concept design plans for the North Alexandria precinct in Green Square.	**On Track**

Create places that are well-connected and reflect local character and heritage

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	22.4	22	<35	7	8.9	10	11	11		**On Track**
Average time to determine 90% of DA applications	Days	84.4	58.6	<55	49	45.2	47	45	45		**On Track**
Average processing time for construction certificates	Days	10.38	9.2	<15	15.6	10	17.25	2.6	11.36		**On Track**

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

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

Major Programs	Progress To Date	Status
Implement the Central Sydney Planning Strategy		
Facilitate employment space and activity in line with the Central Sydney Planning Strategy	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for an office addition at 580 George Street was publicly exhibited. Submissions are being reviewed and a post exhibition report prepared. The proposal for a hotel extension at 150 Day Street, Sydney has also been exhibited. The review of submissions and a post exhibition report is being prepared.	**On Track**
Plan for business, industry and economic opportunities		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The 580 George Street and 150 Day Street planning proposals have been exhibited for public comment and will be reported back in the coming months. The City's Ultimo Pyrmont planning proposal, which includes planning controls for expanded economic opportunities, was approved by Council in October 2025 and is awaiting finalisation by NSW Government.	**On Track**

Plan for business, industry and economic opportunities

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

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

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

Plan for and deliver infrastructure that supports community wellbeing

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

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

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

Enable design excellence through competitive processes											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No.	13	6	-	-	-	-	2	2	Architectural design excellence competitions successfully completed include the 26-38 Saunders Street residential tower and 41-49 Mountain Street residential.	Indicator Only

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

Major Programs	Progress To Date	Status
Development supports a healthy environment and community		
Implement planning controls to increase greening and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government, which is expected in mid-2026.	**On Track**
Improve sustainability through better designed and operated buildings		
Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every 3 years. The latest update NCC 2022 has been mostly adopted by the NSW Government planning framework which applies to the City of Sydney area. The City's most recent advocacy was a submission in June 2024 relating to energy efficiency changes proposed for the NCC 2025 released in (May 2026). The City's own sustainability planning controls generally exceed NSW Government requirements where cost effective. The City has met with DPHI to discuss their plans for the next Net Zero Plan and standards to increase and uplift built environment controls.	**On Track**
Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels	The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in mid-2026, pending NSW Government's finalisation of accompanying planning proposal.	**On Track**
Increase resilience through well designed and planned development		
Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made.	**On Track**

SD05 A city for walking, cycling and public transport

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

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

Plan and implement public domain and public space programs

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Streets across the City of Sydney local area with a speed limit of 40km/h or less	Km	328.82	393.5	-	393.5	393.5	393.5	393.5	393.5	All local and regional roads within the City of Sydney local area have a speed limit of 40 km/h. The City will continue to advocate to Transport for NSW for a 40 km/h speed limit on the state road network within the LGA. The City has applied to Transport for NSW for a 30 km/h speed limit within the existing city centre High Pedestrian Activity Area, in line with Action 15 of the City's Access Strategy and Action Plan.	Indicator Only

Advocate and plan for reallocation of street space

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Footway replaced by green verge in the City of Sydney local area	m2	6,005	3,527	2,000	498	353	328	1,410	2,589	This year we increased our large scale pedestrian improvement works creating wider footpaths and more opportunities for greening.	**On Track**

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

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

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

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

Implement priority public domain improvements from the walking strategy and action plan	The City implements priority public domain improvements from the Walking Strategy and Action Plan through our footpath renewal and upgrade programs, pedestrian access improvement programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Completion of the Crown Street upgrade as a village main street provided wider footpaths, greening, additional trees and street furniture. Council endorsed the proposed upgrade of Victoria Street as a village main street and the design includes wider footpaths, bi-directional cycleway, greening, additional trees and street furniture in accordance with walking improvement principles listed in the Plan.	**On Track**
Encourage and monitor walking participation		
Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	Initiatives, since the last update include: - Advocating for a focus on pedestrian safety in TfNSW's upcoming Road Safety Action Plan, through providing greater priority for people walking at intersections, lower speed limits and road space reallocation - Advocating for improved outcomes for people walking during construction including a submission to Transport for NSW's update to Traffic Control at Work Sites (TCAWS) standard - A submission to Transport for NSW's 'Walkable NSW Discussion Paper' (and attended two roundtables early 26/27), including sharing our submission with other councils and organisations to stress the importance of them making a submission. - Developing a program of requests for speed zone reviews under the new Speed Zoning Guidelines, requesting 30km/h speed limit in key high pedestrian areas or local street networks, and 40km/h speed limits on select state roads. 6 speed zone requests submitted 25/26. - Developing a program of zebra crossings to be delivered with the funding secured as part of 'A City for Walking' Strategy and Action Plan - Developing two submissions and contributing to multiple roundtables as part of the NSW Government's share bike reform draft regulations. - Advocating to Austroads to better include the needs of people walking in their guidance.	**On Track**
Advocate to improve safety, amenity, connectivity and place for people walking		
Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced walking distances at intersections, increasing space and improving quality of the public domain for people walking. Key recent examples include working with the State Government on the street layout of Waterloo South precinct, as well as requesting TfNSW consider signal timings as a pedestrian safety measure as part of the City's submission on the Road Safety Action Plan 2031. The City also chairs a monthly coordination group with TfNSW to facilitate discussions around reducing delays for people walking at individual signals.	**On Track**

Improve walking safety, connectivity and amenity

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

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

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

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

Share our expertise and positively influence cycling improvements		
Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	We successfully advocated to the federal government for a National Active Transport Fund in the May budget. $500 million was announced in May. We continue to work to have Transport for NSW fix key missing links with neighbouring councils, including: * TfNSW expects to construct Wilson Street missing link on state road between King Street and Erskineville Road in 2026 * TfNSW will build an improved cycleway on Swanson Street at Erskineville station * TfNSW has completed construction of the permanent Bridge Road cycleway * TfNSW has started construction of the missing section of King Street cycleway between Pitt and Clarence Streets in the city centre * TfNSW constructed stage 1 of Sydney Park Road cycleway in early 2025 and will complete missing links (to King St, Mitchell Road and Euston Road) soon. * TfNSW completed and opened the Sydney Harbour Bridge northern ramp on 6 January 2026 * Sydney Harbour Bridge southern exit - no progress We continue to provide advice and guidance for neighbouring councils.	**On Track**
Encourage and monitor cycling participation		
Encourage bicycle riding in our local area	This year we ran 33 guided rides with 263 participants and cycling courses, where: - 95 attended the Cycling in the City course - 38 did the individual Cycling in the City course - 66 attended the Rusty Riders course - 70 staff completed the staff cycling course - 112 attended Bike Care & Maintenance course - 1,924 young children attended Balance Bike Clinic - 171 children did the schools course 82 Share the Path onsite education sessions delivered 1,076 free tune-ups, 2,150 maps and fixed 445 bells. As with other openings of new infrastructure, we did extensive onsite education on Oxford Street cycleway in August 2025 for 4 weeks and King to College Street cycleway December 2025 for 2 weeks. These interactions are all opportunities to have conversations with people about courteous and safe riding.	**On Track**

Build and manage a network of safe, connected cycleways

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Separated cycleways in the local government area. Baseline (December 2021) 20,340.96 m (20.3 km)	Km	23.1	25.45	-	-	-	-	28.96	28.96		Indicator Only
New on-road cycleways provided in the City of Sydney local area	Km	2.97	13.87	2.6	0	0	0	9.29	9.29	The contraflow program (delivering 2 way cycling on one-way streets through signage and line marking) accounts for the higher than target delivery of on-road cycleways this year.	**On Track**

Encourage and monitor cycling participation											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Cycling counts at key intersections around the City of Sydney Local Government Area. Baseline March 2010 19,152	No.	50,855	50,524.5	-	-	51,569	-	66,243	58,906	There were 66,243 instances of bikes observed at 68 intersections during the counting period on the 17 March 2026.	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney local area	%	2	20	-	-	(6)	-	28	28	At the March 2026 count there was a 28% increase in bike trips counted at key intersections since the previous count in October 2025 (20% increase in the year since the March 2025 count). The total growth since counting started in 2010 is now 246% (three and a half times as many trips). While normally bike trips peak in March each year and drop off after daylight savings, cycleway counters showed continuing increases until the end of April and even in June the numbers were similar to summer counts, which is unprecedented.	Indicator Only
Attendees at City of Sydney cycle safety courses	No.	257	251	-	46	53	41	59	199	199 attendees over the year (95 Cycling in the City, 38 one-on-one, 66 Rusty Riders).	Indicator Only

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

Major Programs	Progress To Date	Status
Manage, plan and advocate for efficient freight and servicing		
Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	We continue to explore opportunities for innovation in off-street loading in new developments in the city centre, noting all the other opportunities and constraints.	**On Track**
Manage kerbside space		
Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	We continue to implement the policies by identifying potential kerbside changes to support additional bike parking, electric vehicle charging and accessible pick up and drop off. This includes consideration of the best use for some kerb that currently has no restrictions ("unrestricted parking").	**On Track**

Manage kerbside space											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Car share bookings in the City of Sydney local area	No.	225,630	186,936	-	-	87,675	-	80,643	168,318		Indicator Only

SD06 An equitable and inclusive city

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

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

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

6.2 Everyone feels welcome and included in the city

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

	• 27 events that showcased and supported people with disability, including those with non-visible disabilities, people with mental health conditions, and carers • 55 funded creative projects delivered over 1,600 events and activities catering for audiences with disability, including 467 artists with a disability • Sydney Christmas events and Sydney New Year's Eve included quiet spaces, Auslan interpretation, surtitles, accessible maps, visual stories, event guides in alternative formats, audio description, and staff trained in disability inclusion • 4,133 views of the online Accessibility map • a new hearing augmentation system at the Huntley Street Recreation Centre • a new Inclusion (Disability) Advisory Panel was established • City of Sydney reaccreditation as a Disability Confident Recruiter for a fourth successive year • submissions made on the Review of the Disability Discrimination Act 1992 and the inquiry into the NSW Human Rights Bill 2025 • the City of Sydney joining the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability.	
Position our libraries to support community needs		
Deliver library services that promote lifelong learning, reflect community interests and represent the communities of the city	The library welcomed 26,521 new members this year. There were 1,172,596 visits to our library services accessing our wide range of services and facilities, including visitation for our Library After Hours program. The home library service made a total of 1,544 deliveries to community members who are housebound. Our online branch supported 21,266 interactions. Libraries continue to provide programs at our community centres, including monthly digital literacy tutoring sessions and participation at community events and festivals.	**On Track**
Deliver inclusive and accessible programs and services		
Deliver cultural programs and services that are inclusive, affordable and have equitable access for all	The City continues to deliver cultural programs and services that are inclusive, affordable, and equitably accessible across library and community spaces. Throughout the year, a diverse program of 83 free events alongside a range of low-cost activities supported broad participation and engagement. Exhibitions and displays in library spaces provided welcoming, no-cost opportunities for the community to connect with City collections and heritage content in accessible environments. Additionally, low-cost workshop opportunities including short courses, community workshops, studio access programs, weaving groups, arts clubs for seniors and artists activities for children under 5 were delivered. Creative learning was strengthened through hands-on programs such as school holiday workshops inspired by The Model Makers exhibition. Children participated in activities including Construct a Miniature Model House and Street Scenes Collage with 71% of respondents indicating that events were accessible. 88.5% of respondents reported they felt welcomed and included.	**On Track**

Position our libraries to support community needs

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

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

Deliver inclusive and accessible programs and services

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	8,782	8,859	-	2,230	1,792	1,697	2,394	8,113	This represents an 8.4% decrease compared with the same period last year. This is based on booking and attendance preferences. There was no reduction in transport services offered.	Indicator Only
Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	$ '000	3,577.87	3,521.84	-	934.24	927.94	906.06	1,200.61	3,968.84	This includes revenue forgone through the Accommodation grants program.	Indicator Only
Social grants approved by the City of Sydney	$ '000	4,991.31	5,433.47	-	3,841.24	1,208.93	44.66	165.61	5,260.44	This year, 152 Social grants were provided. These projects were supported through the City's Aboriginal and Torres Strait Islander collaboration fund, Community services, Festivals and events , Food Support, Innovation and ideas, Quick response, Street banner , Venue hire support and strategically driven one-off grants	Indicator Only

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

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

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

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

Major Programs	Progress To Date	Status
Involve people in decision making through our engagement program		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	There were 68 projects open for consultation in the past 12 months including 20 parks, 7 cycleways and street upgrades and 19 strategies, plans and policies. These were undertaken in line with the City's community engagement strategy.	**On Track**
Provide inclusive and accessible information to the community		
Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	Targeted communications promoting City of Sydney policies, services and programs were delivered across our diverse communities, including: • A cross-channel Refugee Week campaign spanning social media, digital content, What's On event listings and community centre promotion. It featured Refugee Council of Australia ambassadors Shabnam and Nawfel, whose personal stories were shared through video and written profiles alongside works by three refugee artists on street banners and QMS outdoor panels. • Coordinated Pride Month communications across QMS, What's On, e-newsletters and social media, including video content on Pride Month events and Sydney Pride Festival, reinforcing the City's commitment to LGBTQIA+ inclusion and visibility. • Youth Week promotion, including Haul in the Hall, via Instagram, TikTok and LinkedIn, plus a campaign highlighting Youth Opportunities panel initiatives to encourage youth participation. • First Nations content, including social features on 107 Redfern Street and a dedicated Mabo Day reel, building awareness of Aboriginal and Torres Strait Islander histories and culture. • Outreach for the International Student Leadership and Ambassador Program, covering stakeholder engagement, e-newsletters and O Week promotional materials. • 25 community centre e-newsletters engaging culturally diverse communities, older residents and centre users with local services and programs, including offerings for non-English speaking backgrounds. • Ongoing media engagement and editorial coverage of community wellbeing issues, including homelessness, housing affordability and libraries as cost-of-living support. Together, these activities kept City of Sydney information accessible and relevant, strengthening awareness and participation across diverse communities.	**On Track**

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

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

safe people program in Child Protection week, Auslan classes during National week of Deaf people, events for Clean up the World Day, National Children's Week, World Children's Day, along with Ninja water warriors, Colour Run, k-pop, max hacker coding and wax and resin craft activities
• a variety of incursions, workshops and excursions focused on sustainability, first aid, coding and technology, literacy, creative arts and physical wellbeing.
• vacation care programs including visits to libraries, cinemas, museums, play centres, local parks and playgrounds, theatre performances and indoor activity centres, the Art Gallery, pools and aquatic centres, along with in-centre activities such as robotics, cooking, skateboarding, art and design projects.
• family events and involvement, including book week, family picnics, Christmas parties and BBQs, Grandparents' day, a disco, graduation events, welcome to kindy afternoon tea, and a Harmony week events

Deliver education and learning opportunities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Children supported through City operated education and care services	No.	845	829	-	579	32	187	45	843		Indicator Only
Approved early education and care places in the City	No.	6,721	9,081	-	-	-	-	0	-	The City is continually working to improve the methodology for calculation this data series. Data for FY25/26 is not available at the time of publication. Data for FY24/25 is now available and has been included. This data is as at April 2026.	Indicator Only
Sessions of care provided at the City's education and care services	No.	58,007	59,925	-	16,303	14,104	14,092	15,869	60,368		Indicator Only
Discounted and free sessions of care provided at the City's education and care services	No.	18,085	16,951	-	3,894	3,324	3,406	4,157	14,781	This represents a decrease of 14.7% compared with FY2024/25. This reflects the recent change to Woolloomooloo Children's Program becoming a Child Care Subsidy (CCS) registered service in addition to offering free care for eligible families. Some families now receive CCS funding to cover the cost of sessions of care in place of the City offering discounted or free sessions for that family. This enables more families to access free and subsidised care through the service but does reduce the number of sessions of care being offered free directly by the City, in addition to those through the Commonwealth CCS program.	Indicator Only

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

Major Programs	Progress To Date	Status
Support a more sustainable food system and equitable access to safe, nutritious food		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	We continue to contribute to local, national and international efforts to strengthen food security and support more sustainable urban food systems. In September 2025, the City provided a submission to the Australian Government in response to a discussion paper that will inform the development of the forthcoming National Food Security Strategy. Building on this contribution, the City participated in 4 co-design workshops convened by the Department of Agriculture, Fisheries and Forestry, helping to identify priorities, roles and pathways to strengthen food security and food system resilience across Australia. Internationally, the City contributed to initiatives led by C40, the Milan Urban Food Policy Pact and EAT-Lancet, including the development of action briefs released in October at the Stockholm Food Forum identifying 15 common action areas across all sectors. Locally, the City continued to strengthen food security and urban food systems through initiatives including Sydney City Farm, the community gardens network, meals-on-wheels, food support grants and food waste reduction programs. The City also progressed the development of a Sustainable Food Systems Statement to support a systems-based approach to food-related initiatives and help guide future decision-making and partnerships.	**On Track**
Enable community responses to improve food access through grants, partnerships, and collaborations	Through the Food support grant program, the City provides funding to local community organisations to deliver projects that increase access to affordable and healthy food. To date, food support grant recipients provided 241,147 kgs of food, including 191,655 meals and $85,936 in food vouchers to people experiencing food insecurity. This reflects 114,957 occasions of service, 32,322kgs of rescued food and 194 instances of other organisations supported indirectly. In addition, 25,875 sanitary items were distributed. The City coordinates the Food Operations Working Group bringing together local organisations to strengthen collaboration, improve referral pathways and share resources.	**On Track**

Support a more sustainable food system and equitable access to safe, nutritious food

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Meals provided through the City's Meals on Wheels service	No.	44,475	49,868	-	13,112	13,256	12,643	13,448	52,459	This represents an increase of 5.2% on FY2024/25	Indicator Only
Food support grants approved by the City of Sydney	$	-	-	-	1,214,781	794,438	0	0	2,009,219	This year, 24 Food Support grants (both case and value-in-kind) were supported	Indicator Only

SD07 Resilient and diverse communities

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

7.1 Communities are connected and socially cohesive

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

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

Major Programs	Progress To Date	Status
Provide inclusive, affordable and accessible community and cultural facilities		
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	A total 355,004 people attended a range of programs offered to ensure community social inclusion, connection and participation. Highlights include: • 165,632 attendances at targeted programs to improve community health and wellbeing • 135 programs to increase inclusion and diversity • 56 programs to support participation of people with disability • 50 attendances at Clothes Swap events • 11 programs in community centres to improve digital literacy and inclusion • 100 attendances at a Moon Festival celebration • 40 attendances at an Aboriginal and Torres Strait Islander transgender celebration and remembrance event • 17 attendances at an art and social connection program for older LBTIQA+ women • 930 attendances at educational programs and workshops such as My Aged Care information sessions, workshops on how to protect your identity and Digital confidence, TAFE Outreach preserving course, healthy bones and osteoporosis, how to avoid serious injury and ways to save talks, Red Cross emergency preparedness, women's self-defence and cooking and nutrition workshops, a native plant and food session, life writing and journalling workshops, and information talks	**On Track**
Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive. Budget has been allocated in the Long Term Financial Plan in FY26/27 to renew community facilities to be more accessible and inclusive, including Paddington Town Hall and Redfern Community Centre.	**On Track**
Support social connection and wellbeing		
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	The Community Wellbeing Report is available on the City's website. No data updates were required this year.	**On Track**

Provide inclusive, affordable and accessible community and cultural facilities

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	68	41	-	68	74	57	61	61	This includes support for the Jewish community following the Bondi Beach tragedy. The City waived venue hire and hard costs valued at $13,218.50 for the Chanukah in the City event. A waiver to the value of $15,425.00 was provided to Yabun to cover the hard costs associated with the Yabun 2026 Banner campaign	Indicator Only
Overall attendance at City Spaces	No.	298,919	349,840	-	92,030	84,756	81,663	92,308	350,757	The data for Q1 and Q2 for this year have been revised.	Indicator Only

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

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

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

	• review of the public consultation for the statutory review of the Child Protection (Working with Children) Act 2012 • annual review of the Local Child Safety Risk Management Plans • updates to the Child Safety information in the Grant Guidelines, application form and website information	
Deliver programs to improve community safety		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	In FY25/26 City Rangers have spent over 167,010 hours on patrols to monitor legislative compliance and respond to customer complaints, which include parking, development applications, companion animals, noise, litter and unlawful trading.	**On Track**
Deliver programs to reduce crime and improve actual and perceived community safety	During the year, the City hosted 3 'Cuppa with a Cop' community safety events in partnership with the South Sydney Police Area Command in Green Square, Waterloo, and Redfern attended by 225 residents. These events aim to strengthen trust between residents and local Police, as well as provide an opportunity to share information on community safety and crime prevention resources. In June, the City hosted a Crime Prevention Through Environmental Design information session for the Waterloo Wellbeing and Safety Action group, attended by 14 residents, followed by a safety walk on the social housing estate. Of residents surveyed, 100% reported an increase in their skills and knowledge.	**On Track**
Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	The City's quarterly Inner City domestic and family violence forums addressed trauma informed support for older women, the importance of social connection, cultural safety, accessibility and economic opportunity. The City's support for the United Nations 16 Days of Activism Against Gender Based Violence included workshops on financial autonomy, economic safety and domestic and family violence prevention for active bystanders and allies. The City supported for the Unite Against Violence Vigil, in partnership with 30 frontline services, on the International Day for the Elimination of Violence Against Women. The City supported a Women's Festival which included a walk in solidarity from Redfern Community Centre to Redfern Park for women and children's safety.	**On Track**
Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community	On International Drug Users Remembrance Day representatives from community organisations, members of the harm reduction community, people with lived experience and City staff gathered around the Remembrance Day Tree in Lawrence Hargrave Reserve to remember those lost to drug related harm. The focus of this year's event was on stigma and the importance of advocating for safety and change. Over 40 people attended the event, which was held in partnership with NSW Health, NSW Users and AIDS Association, Wayside Chapel, and Sydney Medically Supervised Injecting Centre. On 9 December, at a small community gathering a memorial plaque was unveiled to better acknowledge and sign post the Remembrance Day Tree in Lawrence Hargraves Reserve. The wording of the plaque was chosen by community including those with lived experience through the Kirketon Road Consumer's Participation Group and Medically Supervised Injecting Centre's Consumer Action Group.	**On Track**

Deliver programs to improve community safety

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

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

Major Programs	Progress To Date	Status
Empower and support community led solutions		
Integrate community wealth building within our economic strategy and our operational activities	Work continues to progress the integration of community wealth building principles within our operational activities. Community wealth building principles have been integrated into the City's economic development strategy 2025 - 2035.	**On Track**
Support a strong Aboriginal and Torres Strait Islander community-controlled sector		
Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	This year 48 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations. These projects were supported through the City's Aboriginal and Torres Strait Collaboration fund, Community services, Creative grants, Festival and events, Food support, Innovation and Ideas, Quick response and strategically driven one-off grants.	**On Track**
Strengthen young people's civic engagement		
Deliver youth civic engagement programs	A number of programs were implemented to strengthen young people's civic engagement. Highlights include 94 attendances at 8 Changemakers Launchpad Program sessions and 193 attendances at 14 Youth Opportunities Program sessions, including 11 program meetings and 3 Youth Week events delivered by the group.	**On Track**

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

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	76	94	-	-	48	-	89	89	During FY25/26, the City has engaged with 89 suppliers. This figure is the total number for the whole financial year.	Indicator Only
City of Sydney spend with Aboriginal and Torres Strait Islander businesses	$ '000	1,970	3,169	2,400	-	818	-	1,604	2,422		**On Track**
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	$ '000	1,936.74	2,526.4	-	4,405.83	871.82	235.66	181.15	5,694.46		Indicator Only

SD08 A thriving cultural life

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

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

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

8.2 We value our cultural life and champion our creative industries

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

	animation and lighting are based in Sydney, showcasing local creativity to the world. Sydney Lunar Festival engaged 8 local Asian-Australian artists to design street banners.	
Record and share Sydney's stories and history		
Share Sydney's stories and history through our history and civic collection programs	Sydney's stories are shared through park signage, bespoke history hoardings in the public domain, the Civic Collection display in The Colonnade and the Model Makers exhibition at Customs House, as well as City of Sydney social media channels. Staff continue to deliver engagement programs and provide public and internal advice to share Sydney's history, heritage and culture with the community. This has included delivering public programs for History Week and Heritage Festival. Work continues to re-present history content online, including migrating the oral history collection and Sydney Aldermen biographies to the Archives and History Resources catalogue. The Barani website continues to be a major access point for Sydney's Aboriginal history, with a technical upgrade implemented to ensure that it is functional and easy to use. Historical walking tours continue to be provided via the Sydney Culture Walks app and accessible pdfs via the corporate website, with four guides and walks with an Aboriginal history focus.	**On Track**
Educate, connect with and engage the community		
Deliver an inclusive, welcoming cultural program within City operated cultural venues	The City delivered a diverse and inclusive cultural programs across libraries, community centres, the Makerspace and Pine Street Creative Arts Centre. A total of 353 programs engaged more than 4,000 participants across multiple venues, with strong community feedback: - 89% said the programs inspired their creativity - 87% agreed activities were well delivered. - 88.5% said they felt welcomed, demonstrating the success of creating safe, accessible environments - 78.5% said they felt part of a community, highlighting the program's ability to foster belonging. - 65% said they got to know people different from themselves, supporting greater social connection and cultural exchange. Programs reflected the City's diversity, including lion dancers for Lunar New Year celebrations, NAIDOC Week performances, and Heritage Festival events. The Makerspace featured creative coding, 3D design, and game development programs. Storytellers programs included If Words Could Speak at Darling Square Library and In My Neighbourhood at St Helens Community Centre.	**On Track**
Support the creative sector		
Undertake research to support the creative sector to advocate for and address identified needs	Research partnerships with the University of Canberra continue, as does subject specific research using the Floor Space Employment Survey and Census. A research briefing, using this information, was provided to creative sector leaders as part of the Creative Leaders Exchange program.	**On Track**
Contribute to local and international cultural networks to gain insights that benefit local culture	The City has supported the development of the Creative Production Spaces NSW, a group of entrepreneurs managing creative spaces, to facilitate sector advocacy and peer led learning. The City also hosted the first meeting of the Creative Leaders Exchange, to further support local cultural professionals living and working in NSW.	**On Track**

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

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

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

8.4 Sydney's cultural life reflects the diversity of our communities		
Major Programs	**Progress To Date**	**Status**
Engage diverse cultural workers and connect with diverse audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City's events are programmed with a diverse range of performers and artists. NAIDOC in the City 2025 was presented by Indigenous Social Enterprise, We Are Warriors, featuring artworks from First Nations artists and a lineup of First Nations artisans and musicians. Capital works launches in Oxford Street and Andrew Boy Charlton swimming pool were curated to reflect the demographic and character of those communities. The opening of the Green Square Public School featured an artwork by Blak Douglas who performed Yidaki and storytelling at the launch. Sydney Streets events in Glebe, Potts Point, Redfern, Darlinghurst and Pyrmont included a diverse make up of artists and performers drawn from those precincts. All Sydney Christmas events included at least one First Nations artist, artists with disability and artists from varied cultural backgrounds. Sydney NYE featured a Calling Country segment curated by Yuin artist, Nooky with artworks and music by First Nations artists.	**On Track**
Encourage greater diversity in creative workforce and leadership		
Provide support to a range of cultural groups that reflect the diversity of our communities	Through various creatives spaces programs, the City supports 7 First Nations creative and cultural organisations, and 10 organisations representing and advocating for culturally, linguistically and socially diverse communities. Our Creative Grants program continues to support engagement with diverse communities in project outcomes. These include the Australian South Sea Islanders' traditional embroidery sewing circles; Sound Sorcery featuring women/gender diverse people from LGBTQIA+, CALD backgrounds; The Worlds within Worlds concerts featuring Arabic and Middle Eastern instrumental music and the Word Travels annual Story Week Festival showcasing 72 artists from diverse cultural backgrounds.	**On Track**

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

Enable cultural infrastructure through planning policies		
Support, monitor and evaluate the delivery of cultural space incentivised by the Oxford Street planning controls	No development applications proposing cultural and creative floor space are currently under assessment by the City of Sydney within the Oxford Street Precinct.	**Watch**

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

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

SD09 A transformed and innovative economy

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

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

Support local businesses to transform and adopt new technologies and innovations											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Economic grants approved by the City of Sydney	$ '000	1,372.97	1,274.22	-	1,751.55	518.99	250	0	2,520.53	This year, 45 Economic grants were provided. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration fund, Business sector support, Festival and events, Innovation and ideas, Haymarket Activation and Dixon Street improvement Grants.	Indicator Only

9.2 The transition to a net zero economy offers new economic opportunities		
Major Programs	**Progress To Date**	**Status**
Encourage and promote innovation and commercialisation of research		
Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	The City provided a total of $2,918,994 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. During this period Greenhouse have hosted over 260 events for green and climate tech startups including the launch of the Catalysing Climate Capital Report, the Local Government Net Zero and Resilient Communities Summit, an event for the Green Building Council of Australia, the Blended Finance Roundtable, Crunching the Climate Capital Stack and the Better Data Centres Forum.	**On Track**
Promote and support development of local net zero and circular economies		
Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney becoming a regional hub for sustainable finance. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of sustainability-focused tech companies and provides a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused start-ups include building business skills, connecting start-ups to investors and venture capital, and hosting major events including the 2026 Sydney Climate Action Week (CAW). CAW is supported through grant from the City of Sydney. We continue to support Greenhouse through a grant to position Sydney as a sustainable finance hub. In March 2025, CAW included an event to help founders understand the climate capital stack (a layered mix of financing sources used to fund climate technology companies and infrastructure projects). Greenhouse released a report in 2025 that will inform a capability building and financial instrument pilot program that they will deliver in year 2 and 3 of the 3-year grant. This program has been postponed to year 3 as Greenhouse attempts to secure partnership with a major bank, which will increase reach and pathways for funding. We are working with the Australian Sustainable Finance Institute (ASFI) to deliver a modified year 3 of programming for sustainable finance in Sydney under their business sector support grant, which will be delivered later in 2026. We continue to explore opportunities for collaboration on sustainable finance with the NSW government.	**On Track**

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

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

Major Programs	Progress To Date	Status
Collect, analyse and share data		
Provide demographic and economic development information to enable enhanced community decision making	The City provides public data, reports, and commentary on housing stock; residential, commercial, and visitor accommodation development; community wellbeing; employment, business mix, and floorspace trends; and Census data and population forecasts. These are published on the City's website and/or datahub.	**On Track**
Support Indigenous enterprises, social enterprises and for-purpose businesses		
Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities	The City continues to undertake a range of internal and external projects to improve our ability to support Aboriginal and Torres Strait Islander businesses. This includes the finalisation of a quantitative research project with the Dilin Duwa Centre for Indigenous Business Leadership to investigate the number of Aboriginal and Torres Strait Islander businesses based or operating in the City of Sydney, including breakdown by business size, age, and sector/industry. The City also continues to collaborate with peak bodies to upskill staff involved in procurements. This includes staff training sessions with Supply Nation and the development of new data reporting through PowerBI of all live contracts with First Nations businesses.	**On Track**

Collect, analyse and share data

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Turnover of the core night-time economy (food, drink & entertainment businesses)	$Bln	6.14	6.4	-	-	-	-	-	-	Data for FY2025/26 is not available at the time of publication. Data for 2024/25 has become available and is updated here.	Indicator Only

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

	The City continues to support the International Student Welcome Desk at Sydney Airport, coordinated by Study NSW. Over 14,115 volunteer hours were provided by nearly 900 students in 2025, assisting nearly 11,000 newly arrived international students. Over 233,000 international students were enrolled in the Sydney and Inner south area (Jan-Dec 2025) predominantly from China, Nepal, India, Bangladesh, Vietnam and Indonesia.	
Develop and deliver tourist information services to meet visitor requirements	The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal.	**On Track**
Enhance Sydney's reputation as a global study destination by providing opportunities for students to participate in all aspects of city life	The City continues to deliver programs that welcome international students, support their wellbeing, and enhance their employment outcomes. In November 2025, the City hosted 'Christmas in the City: an International Student Festive Walk'. 53 international students attended or volunteered at the event, with 100% of attendees reporting the event made them feel more included in the Sydney community and 90% of attendees made a new connection. On 1 April 2026, the City hosted the 2026 Lord Mayor's Welcome for International Students, attracting 959 participants, including 889 students from 94 countries and 15 education institutions. The event featured addresses from the Lord Mayor and Investment NSW representative Rebecca McPhee. A total of 30 stallholders, including education providers, community organisations, and City services, engaged with students to support their integration and raise awareness of services that enhance their study and life in Sydney.	**On Track**

Support and promote the experience economy

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result Q1	Q2	Q3	Q4	YTD	Comment	Status
Economic impact of business events and conferences secured	$M	47.9	100.38	-	17.96	5.3	66.46	17.16	106.88	In FY25/26, BE Sydney secured 28 events with an estimated 92,810 delegate days	Indicator Only
Grants approved by the City of Sydney for major events and festivals	$ '000	6,540.38	6,445.04	-	700	4,268.62	472.07	1,138.66	6,579.35	This year, 12 grants were provided by the City	Indicator Only
Domestic visitors – average number of nights stayed in City of Sydney local area	No.	2.69	2.37	-	-	2.03	-	2.07	2.07	The source methodology for this measure has changed to a rolling year to date. Because of this we have needed to change the frequency of reporting on this measure to annually in June (commencing FY 2026/27). Data for FY 2025/26 is now available and has been updated	Indicator Only
International visitors - average number of nights stayed in City of Sydney local area	No.	13.99	14.28	-	-	16.10	-	16.01	16.01	Reported biannually. Data for Q4 2025/26 was not available at the time of the 17 August committee meeting. Data is now available and has been updated	Indicator Only
International visitors – staying overnight in the City of Sydney local area	No	2,043,269	2,335,972	-	-	1,353,430	-	1,213,880	2,567,310	Reported biannually. Data for Q4 2025/26 was not available at the time of the 17 August committee meeting. Data for this period is now available and has been updated	Indicator Only
International students studying in the local area	No.	214,643	231,796	-	-	-	-	233,192	233,192		Indicator Only
Sydney's position on the Global Destination Sustainability Index	No.	29	10	-	-	7	-	-	7	Reported annually in December. Data for FY25/26 has been revised	ator Only

9.5 Unique local neighbourhoods and the global city centre support thriving economic activity		
Major Programs	**Progress To Date**	**Status**
Promote economic activity and distinct and diverse local places		
Support the implementation of the Oxford Street LGBTIQA+ Place Strategy	The Oxford Street Pride Charter continues to promote inclusivity and celebrate Oxford Street's LGBTIQA+ history. The Charter includes specialised security and free online diversity and inclusion training for local businesses. The PrideVis program, a key initiative of the Charter, continues to equip security staff with pride-flag vests to enhance safety and visibility. In August 2025, the City approved $35,000 in cash funding to the Rainbow Precinct to assume ownership of the Charter and continue its promotion and implementation.	**On Track**
Support the implementation of the Haymarket and Chinatown Place Strategy	The City held Haymarket information sessions in July 2025 and February 2026, which were attended by a total of 80 local business owners and community members. City staff presented updates on projects being delivered through the Haymarket and Chinatown Revitalisation Strategy, including the Dixon Street public domain upgrade, Belmore Park upgrade and Haymarket grant programs. In August 2025, the public domain upgrade of Dixon Street commenced. To support local businesses during the works the City produced and distributed "Support Local" posters for display in shopfronts, and launched a photo campaign featuring local businesses on QMS advertising boards in the area.	**On Track**
Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	During the year, the City installed 26 new on-street dining locations throughout the LGA. Over January to March, Council exhibited the draft Outdoor Dining Guidelines which include provision for the City to convert temporary on street dining areas to permanent footpath extensions without concrete barriers.	**On Track**
Support place-based approaches to promote the growth of thriving local places and economies	The City has supported projects that promote vibrant, safe and sustainable precincts through the Business sector support, Innovation and ideas, Festivals and events, Haymarket activation, and Dixon Street improvement grant programs. This included funding for the Night Time Industries Association to deliver Night Pulse, a data-driven survey of night-time economy consumers in the City of Sydney local area, for Rainbow Precinct Inc. to deliver marketing, activations and events celebrating LGBTIQA+ history and culture, and for the Thai Town Business and the Thai Community Association to undertake research to strengthen Thaitown's cultural identity and inform future placemaking initiatives. In addition, support was provided to Organic Food Markets to deliver weekly day and night markets in Taylor Square with funding directed to employing diverse musicians and artists.	**On Track**
Diversify our economy		
Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	The City continues to work with the NSW Office of the 24-Hour Economy Commissioner on initiatives that support a diverse, vibrant and inclusive nightlife. These include the Uptown Program, Purple Flag Accreditation Scheme and the NSW 24-hour Economy Strategy. During the year, 3 precincts within the City of Sydney applied for Purple Flag accreditation. In early 2026, Chinatown in Haymarket received their accreditation with the remaining two precincts currently being assessed. In addition, YCK Laneways successfully renewed their Purple Flag accreditation.	**On Track**

SD10 Housing for all

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

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

Work with others to improve systems to reduce homelessness											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	211	230	-	39	20	33	58	150	This reduction is reflective of an increase in the complexity of presentations, limited housing stock (Waterloo redevelopment) and no pathways to alternate housing (rehab, mental health beds).	Indicator Only
People prevented from becoming homeless through the City of Sydney supported brokerage program	No.	174	170	-	30	32	38	17	117		Indicator Only

Monitor trends in inner city homelessness and services											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
People sleeping rough in the City of Sydney local area on the night of the annual street count	No.	280	346	-	-	-	-	296	296		Indicator Only
People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No.	392	380	-	-	-	-	348	348	Available accommodation was at 96.82% capacity on the night of the street count.	Indicator Only

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

Major Programs	Progress To Date	Status
Support initiatives for safe neighbourhoods		
Provide and support community capacity building initiatives in social housing neighbourhoods	The City delivered 2 Pet Day events attracting over 1,100 residents and providing free health services to over 550 companion animals. As part of EmergencyRedi Week, the City hosted a Waterloo Heatwave Preparedness event with local services attracting over 100 residents. In Glebe, the City supported a heat preparedness workshop delivered by Red Cross and coordinated by the Forest Lodge and Glebe Groups. The City partnered with Counterpoint Community Services to deliver Summer on the Green, bringing together over 500 social housing residents from Waterloo and surrounds. In addition, the City produces a bi-monthly newsletter for social housing residents providing local news and community safety information.	**On Track**
Collaborate with partner agencies to support social housing residents		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	The City works with residents, community organisations, Homes NSW and other government agencies through five Neighbourhood Advisory Boards to improve safety and amenity within social housing estates in Redfern, Waterloo, Surry Hills, Woolloomooloo and Glebe. A workshop was hosted with residents and Homes NSW to strengthen tenant participation. The City collaborated with Homes NSW and Sydney Local Health District to deliver the Redlink Health and Wellbeing Day which provided residents with access to local health resources, advice and programs. The City supports Clean Up Australia through a Community services grant to deliver monthly activities with social housing residents in Redfern and Waterloo to enhance neighbourhood health and safety. During the year the City convened monthly Social Housing Operations Meetings with Homes NSW.	**On Track**

Support people during urban renewal projects		
Support communities to participate in social housing redevelopment projects	The City supports 3 local organisations to provide social housing residents with legal advice, community programs and culturally safe support, advice and advocacy for Aboriginal and Torres Strait Islander households impacted by relocation as part of the Waterloo South Redevelopment. The City continues to participate in the Waterloo Redevelopment Group to hear community issues, raise concerns and advise the Waterloo South project team, in addition to coordinating monthly meetings with Homes NSW to discuss the Waterloo South redevelopment, including relocations. Office AU's feasibility study to retain and repair the Waterloo high-rise towers as an alternative to demolition was released. The project was funded through the City's Innovation and ideas grant program and informed by consultation with social housing residents.	**On Track**
Advocate to increase supply, mix and quality of social and affordable housing		
Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City consistently advocates that the renewal of the housing estates are well planned and deliver improved social housing outcomes. The City is currently engaging with the NSW Government on planning for Waterloo Estate South and made a submission to the Concept Plan.	**On Track**

Advocate to increase supply, mix and quality of social and affordable housing											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Social housing dwellings in the City of Sydney local area	No	8,867	8,869	-	-	-	-	8,835	8,835	Data for the financial year 2025/26 is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only

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

Major Programs	Progress To Date	Status
Encourage others to supply affordable rental and diverse housing		
Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others	The NSW Department of Planning, Housing and Infrastructure released the draft region plan in December 2025. In response to the Lord Mayor's Minute from 15 December 2025 a discussion paper was reported to Council in March 2026 to seek feedback on ideas and proposed changes to the LSPS and Housing Strategy. The Discussion Paper has been publicly exhibited from April to June 2026 and will inform potential changes to the City's local housing strategy.	**On Track**
Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area	The City continues to support community housing providers and others to increase the supply of affordable rental and diverse housing. This year the City approved 3 grants from the Affordable and Diverse Housing Fund, including to the Metropolitan Local Aboriginal Land Council for elders housing and Property Industry Foundation. Changes to the Affordable Housing Contributions Program were approved by Council and staff continued to work with and provide advice to various organisations seeking to provide affordable and diverse housing.	**On Track**
Facilitate supply of affordable rental housing through planning controls		
Facilitate affordable rental housing through the planning system	Council approved an amendment to the City's affordable housing provisions in its LEPs and the affordable housing program in May 2026. The amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The amendment is with the NSW Government for finalisation.	**On Track**

Facilitate supply of affordable rental housing through planning controls											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Affordable rental and / or diverse housing dwellings in the City of Sydney local area	No.	1,447	1,525	-	-	-	-	1,665	1,665	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only

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

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

Facilitate supply of a diverse range of housing											
Key Performance Indicator	**Unit**	**2023/24 Result**	**2024/25 Result**	**2025/26 Target**	**2025/26 Result Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**Comment**	**Status**
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	$ '000	1,349.59	1,400	-	7,470	0	0	0	7,470	This year 7 grants were provided by the City to support homelessness services in the Inner City area and the development of affordable and diverse housing. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community, Neami, Metropolitan Local Aboriginal Land Council, Bridge Housing Ltd and Property Industry Foundation.	Indicator Only
New dwellings approved in the City of Sydney local area	No.	893	3,385	-	260	145	254	547	1,206		Indicator Only
Private (self contained) dwellings in the City of Sydney local area. Target of 156,000 by 2036. Baseline 121,725 June 2021	No.	123,858	125,568	-	-	-	-	126,427	126,427	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only

Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036. Baseline 15,127 June 2021	No.	16,366		-	-	-	-	17,555	17,555	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only
Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 8.0%	%	7.16	7.06	-	-	-	-	6.99	6.99	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated. 2023/24 and 2024/25 data has been revised	Indicator Only
Private (self-contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 1.1%	%	1.17	1.21	-	-	-	-	1.3	1.3	2025/26 data was not available at the time of the17 August 2026 committee meeting. This data is now available and has been updated.	Indicator Only

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

DA – development application for land use.

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

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

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

EEO – equal employment opportunity.

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

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

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

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

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

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

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

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

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

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

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

LGA – local government area.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix 1: Status definitions for progress reports

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

Programs and projects:

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

Measures:

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

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

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

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

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

