

City of Sydney State of our City 2024, 2023/24 Annual Reporting and Public Presentation of the 2023/24 Financial Statements and Audit Reports to Council

File No: X105022

Summary

At the Council meeting on 28 October 2024, Council received the draft Annual Financial Statements and resolved that notice be given for public presentation of the statements at the Council meeting on 25 November 2024. This report now presents the City of Sydney's Annual Financial Statements for 2023/24 and the auditor's reports to the public.

As noted in the 28 October 2024 Council report, the Income Statement for the year ended 30 June 2024 shows a Net Surplus (Net Operating Result) for the year of \$147.9M, in accordance with relevant accounting standards and reporting requirements, against a budget of \$96.0M. The Statement of Financial Position reports Net Assets of \$15.0B, an increase of \$0.7B over the year reflecting the Net Surplus and a revaluation of the book value of a number of infrastructure and land asset classes.

No issues of concern were identified at that meeting, and it was noted that the Audit Office were likely to issue an unmodified audit opinion following the completion of the final stages of the audit. In October 2024 the City received that unmodified audit opinion, which is included within Attachment A, and these reports have all now been lodged with the Office of Local Government by the 31 October deadline.

This report also presents the City's Annual Report for 2023/24 for Council endorsement. The Annual Report, including the Delivery Program 2022-26 Progress Report for 2023/24 on operational performance, specific reporting elements and the annual financial statements, meets all legislative reporting requirements. The Delivery Program reporting requirement is provided at Attachment B and the statutory reporting requirement is provided as Attachment C.

This report presents the 2024 State of our city report providing an update on the progress towards the targets set in the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 and is provided as Attachment D.

This report presents the 2023/24 annual report on the City's Inclusion (Disability) Action Plan 2021–2025. The Inclusion (Disability) Action Plan 2021–2025 was adopted by Council on 28 June 2021. The plan enables the City to meet its obligations to provide accessible facilities and services in accordance with the Disability Discrimination Act 1992 and obligations under the NSW Disability Inclusion Act 2014. A copy of the Inclusion (Disability) Action Plan 2021/2025 and annual report for 2023/24 is at Attachment E.

The Green Report (Annual Environmental Report) informs Council and the community about the City's progress in delivering on its environmental goals and targets and is also presented. The report covers results and achievements from the 2023/24 financial year, across the City's own operations and our actions and programs in the local area. This covers the goals and targets from the Environmental Strategy 2021-2025 and the Greening Sydney Strategy. A copy of the Green Report for 2023/24 is at Attachment F.

Recommendation

It is resolved that:

- (A) Council present the 2023/24 Annual Financial Statements and auditor's reports to the public as shown at Attachment A to the subject report
- (B) Council adopt the 2023/24 Annual Financial Reports subject to the receipt of any submissions over the ensuing seven day period;
- (C) Council endorse the 2023/24 Annual Report, including the Financial Statements, Delivery Program 2022-2026 Progress Report and Statutory Returns for 2023/24 as shown at Attachments A, B and C to the subject report;
- (D) Council note the State of our City report 2024 as shown at Attachment D to the subject report;
- (E) Council note the 2023/24 annual report on the City's Inclusion (Disability) Action Plan 2021–2025 as shown at Attachment E to the subject report;
- (F) Council note the 2023/24 Green Report as shown at Attachment F to the subject report; and
- (G) authority be delegated to the Chief Executive Officer to make any minor amendments to the reports to correct any drafting errors and finalise design, artwork and accessible formats for publication.

Attachments

- Attachment A.** Annual Report 2023/24 - Financial Statements 2023/24
- Attachment B.** Annual Report - Delivery Program 2022-2026 - Progress Report for 2023/24
- Attachment C.** Annual Report 2023/24 - Statutory Returns
- Attachment D.** State of our City 2024
- Attachment E.** Annual Report 2023/24 - Inclusion (Disability) Action Plan 2021–25
- Attachment F.** Green Report (Annual Environmental Report) 2023/24

Background

Annual Financial Statements

1. The City's Annual Financial Statements were presented to the Corporate, Finance, Tenders and Properties Committee on 21 October 2024. As part of the covering Council report, it was noted that the NSW Audit Office had issued an unmodified audit opinion following the completion of the of the audit.
2. The draft 2023/24 Annual Financial Statements were then presented to Council on 28 October 2024.
3. The Financial Statements and the auditor's reports were lodged with the Office of Local Government by the 31 October 2024 statutory deadline.
4. Public notice, via the Sydney Your Say website, commencing on 29 October 2024, was given to advise that the annual Financial Statements and auditor's reports would be presented to the public at the Council meeting of 25 November 2024 (Corporate, Finance, Properties and Tenders Committee meeting on Monday 11 November 2024).
5. The Local Government Act 1993 states that any person may make submissions to the Council in respect to the annual Financial Statements or auditor's reports. Submissions must be made in writing and submitted to Council within seven days after the date on which the reports are presented to the public. Council must ensure that any submissions are forwarded to the auditor.
6. Effective measurement and monitoring of a range of relevant performance indicators, particularly those related to asset management, remains an ongoing challenge. The City of Sydney supports the ongoing effort to assess and report each council's financial and asset management sustainability and will continue to work with the Office of Local Government to refine the definition and appropriate benchmarks set for financial indicators. In the interim, the City of Sydney has reported all mandatory indicators, and additional (supplementary) indicators where it believes these provide more relevant information for the readers of the financial statements.
7. The City continues to seek to work with the Audit Office and the Office of Local Government to improve financial reporting in the local government sector. For example, improvements could include development of transparent approaches to fixed asset valuation that meet Australian Accounting Standards and are consistently and predictably applied across the sector. Valuation adjustments, which are notional book entries and non-cash in nature, can have a very significant impact on the financial position of a council as has occurred again in 2023/24.
8. A copy of the Annual Report - Financial Statements incorporating the auditors' reports is provided as Attachment A to the subject report.

Annual Report

9. This report also presents the City of Sydney's Annual Report for 2023/24 for Council's endorsement. It meets the legislative requirements for reporting, including the report on operational performance, specific reporting elements and the annual financial statements. The Annual Report will be published on the City's website and provided to the Minister for Local Government in accordance with section 428 of the Local Government Act 1993.
10. The Delivery Program 2022-2026 – Progress Report 2023/24 is provided as Attachment B and the Statutory Returns component is Attachment C. The progress report is based on the progress report provided to Council for Quarter 4 2023/24 with updated data based on latest information available.
11. In addition, for this year, the State of our city report is required under the Integrated Planning and Reporting requirements for all NSW councils. It is prepared for the incoming council after a local government election and is intended to provide an update on the progress towards the objectives in the current community strategic plan.
12. The 2024 State of our city provides an update on the 10 Targets and the supporting measures included in the 2021 Community Strategic Plan Delivering Sustainable Sydney 2030-2050 and is provided as Attachment D.
13. The overall progress towards the majority of targets and favourable trends summarises the community's overall wellbeing and economic status but highlights where more focus is needed on some areas from all levels of government and stakeholders to address a number of cost of living, housing and social challenges.
14. The review of the 2021 Community Strategic Plan Delivering Sustainable Sydney 2030-2050 is underway and will be presented to Council and placed on exhibition in 2025, before the due date for endorsement of 30 June 2025.

Annual Report 2023/24 – Inclusion (Disability) Action Plan

15. This report presents the 2023/24 annual report on the City's Inclusion (Disability) Action Plan 2021–2025. The Inclusion (Disability) Action Plan 2021–2025 was adopted by Council on 28 June 2021. The plan enables the City to meet its obligations to provide accessible facilities and services in accordance with the Disability Discrimination Act 1992 and obligations under the NSW Disability Inclusion Act 2014. A copy of the Inclusion (Disability) Action Plan 2021–2025 and annual report for 2023/24 is provided as Attachment E to the subject report.
16. A copy of the Annual Report 2023/24 Inclusion (Disability) Action Plan 2021–2025 will be provided to the Minister for Families and Communities and Disability Inclusion, the NSW Disability Council and made available on the City's website, in line with requirements under the NSW Disability Inclusion Act 2014.

Green Report - Annual Environmental Report 2023/24

17. The Green Report informs Council and the community about the City's progress in delivering on its environmental goals and targets and is also presented. The report covers results and achievements from the period 1 July 2023 to 30 June 2024, across the City's own operations and our actions and programs in the local area. This covers the goals and targets from the Environmental Strategy 2021-2025 and the Greening Sydney Strategy. A copy of the Green Report for 2023/24 is provided at Attachment F to the subject report.

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

18. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress.
19. The Annual Report and the State of our City report includes updates on progress across all 10 directions and the 10 targets in the Community Strategic Plan Delivering Sustainable Sydney 2030 – 2050.
20. The other attached reports align with the following strategic directions and objectives:
 - (a) Direction 1 – Responsible governance and stewardship – Publishing comprehensive reports on the City's performance in actioning its Delivery Program 2012–2026, environmental performance and progress implementing the Inclusion (Disability) Action Plan each year provides the community with factual and transparent information and demonstrates accountability. The Annual Report Statutory Returns and Financial Statements also provides the community with factual and transparent information and demonstrates accountability.
 - (b) Direction 2 – A leading environmental performer - The Green Report is the City's primary publication that outlines how we are delivering on this Direction.
 - (c) Direction 3 – Public places for all – The annual report 2023/24 for the Inclusion (Disability) Action Plan 2021–2025 details projects that deliver improved accessibility of public spaces and infrastructure.
 - (d) Direction 4 – Design excellence and sustainable development – Sustainability of the built environment is addressed in the Green Report.
 - (e) Direction 5 – A city for walking, cycling and public transport – The City's actions to deliver on this direction are covered in the Green Report.
 - (f) Direction 6 – An equitable and inclusive city – The annual report 2023/24 for the Inclusion (Disability) Action Plan 2021–2025 details projects, programs and initiatives that create a more inclusive City for people with disability and mental health conditions.
 - (g) Direction 7 – Resilient and diverse communities – The City of Sydney's actions to build climate resilience are covered in the Green Report, as is the work of Resilient Sydney.

Financial Implications

21. The City of Sydney's Income Statement for the year ended 30 June 2024 reports a Net Surplus (Net Operating Result) of \$147.9M against a budget of \$96.0M, and the Balance Sheet reports Net Assets of \$15.0B, reflecting a strong and stable financial position.
22. The City remains well placed to deliver the commitments made to its community within its suite of integrated plans, and as budgeted and projected within its adopted long term financial plan.
23. As the Operational Performance report, Green Report and Annual Report 2023/24 for the Inclusion (Disability) Action Plan 2021–25 cover work already undertaken, there are no additional financial implications to note.

Relevant Legislation

24. Local Government Act 1993, sections 418 to 420, 428 and 54P of the Local Government Act 1993 and clauses 132, 186 and 217 of the Local Government (General) Regulation 2021 detail the requirements for councils to include in their annual report.
25. Other legislative and internal requirements that are to be included in the City's annual report include topics that fall under the City of Sydney Act 1988, Environmental Planning and Assessment Act 1979 and its regulations, Government Information (Public Access) Regulation 2018, Fisheries Management Act 1994, Public Interest Disclosures Act 1994, Swimming Pools Act 1992, Carers Recognition Act 2010, Disability Inclusion Act 2014; the Office of Local Government Integrated Planning and Reporting, Special Rate Variation and Capital Expenditure Guidelines and reporting on the City's corporate sponsorship policy.

Critical Dates / Time Frames

26. As soon as practicable after Council receives a copy of the auditor's reports, it must fix a date and give public notice for the meeting at which it proposes to present its audited financial statements, together with the auditor's reports, to the public.
27. The meeting is being held within the required statutory window of at least 7 days after the date of notice, but not more than 5 weeks after the auditor's reports and opinion are received by Council.
28. Within 5 months after the end of each year, an annual report for that year must be prepared and endorsed.

Public Consultation

29. The 2023/24 Annual Financial Statements and auditor's reports were made available for public viewing electronically via Council's website from 29 October 2024 (following endorsement for public exhibition by the Council on 28 October 2024), with printed copies made available upon request.

30. At the time of preparing this report no submissions have been received from the public.
31. The Green Report 2023/24 reports on activities undertaken by the City in order to implement the City's Environmental Strategy 2021-2025 and the Greening Sydney Strategy 2021. Community consultation was undertaken as part of developing each of these strategies.

SCOTT MCGILL

Acting Chief Financial Officer

Attachment A

**Annual Report 2023/24 – Financial
Statements 2023/24**



General Purpose Financial Statements

Annual Report
2023/24

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

CITY OF SYDNEY 

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

General Purpose Financial Statements cover image: New Years Eve fireworks – Photo by Keith McInnes / City of Sydney

Special Purpose Financial Statements cover image: King George V Recreation Centre playground, The Rocks – Photo by Chris Southwood / City of Sydney)

Special Schedules cover image: King George V Recreation Centre sports field, The Rocks – Photo by Chris Southwood / City of Sydney

Council of the City of Sydney

General Purpose Financial Statements

for the year ended 30 June 2024

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Overview

City of Sydney is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

456 Kent Street
Sydney NSW 2000

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.cityofsydney.nsw.gov.au .

Council of the City of Sydney

General Purpose Financial Statements

for the year ended 30 June 2024

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2024.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Council of the City of Sydney

General Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2024.



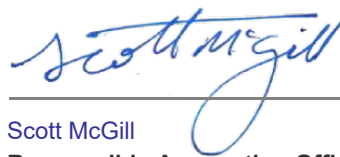
Clover Moore
Lord Mayor
28 October 2024



Robert Kok
Councillor
28 October 2024



Monica Barone
Chief Executive Officer
28 October 2024



Scott McGill
Responsible Accounting Officer
28 October 2024

Council of the City of Sydney

Income Statement

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
Income from continuing operations				
400,545	Rates and annual charges	B2-1	397,592	386,803
136,129	User charges and fees	B2-2	163,152	155,556
38,221	Other revenue	B2-3	41,915	37,054
18,208	Grants and contributions provided for operating purposes	B2-4	16,507	23,331
86,792	Grants and contributions provided for capital purposes	B2-4	117,839	148,531
20,420	Interest and investment income	B2-5	39,591	23,539
81,050	Other income	B2-6	100,738	76,155
–	Net gain from the disposal of assets	B4-1	17,242	3,134
781,365	Total income from continuing operations		894,576	854,103
Expenses from continuing operations				
270,399	Employee benefits and on-costs	B3-1	276,897	247,237
231,686	Materials and services	B3-2	299,048	261,931
–	Borrowing costs	B3-3	216	213
120,683	Depreciation, amortisation and impairment of non-financial assets	B3-4	123,938	121,060
62,568	Other expenses	B3-5	46,557	40,463
685,336	Total expenses from continuing operations		746,656	670,904
96,029	Operating result from continuing operations		147,920	183,199
96,029	Net operating result for the year attributable to Council		147,920	183,199
9,237	Net operating result for the year before grants and contributions provided for capital purposes		30,081	34,668

The above Income Statement should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Comprehensive Income

for the year ended 30 June 2024

\$ '000	Notes	2024	2023
Net operating result for the year – from Income Statement		147,920	183,199
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	369,891	958,905
Movement in Trust Assets reserve - Crown land revaluation	C1-8	160,390	492,565
Total items which will not be reclassified subsequently to the operating result		530,281	1,451,470
Total comprehensive income for the year attributable to Council		678,201	1,634,669

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Financial Position

as at 30 June 2024

\$ '000	Notes	2024	2023
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	65,735	60,871
Investments	C1-2	529,500	518,700
Receivables	C1-4	54,785	66,449
Inventories	C1-5	388	575
Contract assets	C1-6	16,736	20,146
Other	C1-11	10,942	9,235
Non-current assets classified as 'held for sale'	C1-7	192,817	–
Total current assets		870,903	675,976
Non-current assets			
Investments	C1-2	171,100	150,850
Receivables	C1-4	23,646	23,629
Infrastructure, property, plant and equipment (IPPE)	C1-8	13,729,876	13,270,194
Investment property	C1-9	530,878	509,643
Intangible assets	C1-10	41,431	42,551
Right of use assets	C2-1	10,005	10,049
Other	C1-11	70	84
Total non-current assets		14,507,006	14,007,000
Total assets		15,377,909	14,682,976
LIABILITIES			
Current liabilities			
Payables	C3-1	118,506	107,649
Contract liabilities	C3-2	37,295	23,693
Lease liabilities	C2-1	320	300
Employee benefit provisions	C3-4	70,867	65,957
Provisions	C3-5	16,291	18,272
Total current liabilities		243,279	215,871
Non-current liabilities			
Contract liabilities	C3-2	66,734	73,487
Lease liabilities	C2-1	10,752	10,672
Employee benefit provisions	C3-4	2,063	2,352
Provisions	C3-5	20,464	24,178
Total non-current liabilities		100,013	110,689
Total liabilities		343,292	326,560
Net assets		15,034,617	14,356,416
EQUITY			
Accumulated surplus		4,590,883	4,442,963
IPPE revaluation reserve	C4-1	6,794,148	6,424,257
Trust Assets Reserve	C4-1	3,649,586	3,489,196
Total equity		15,034,617	14,356,416

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Changes in Equity

for the year ended 30 June 2024

\$ '000	Notes	2024				2023			
		Accumulated surplus	IPPE revaluation reserve	Trust assets reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Trust assets reserve	Total equity
Opening balance at 1 July		4,442,963	6,424,257	3,489,196	14,356,416	4,259,764	5,465,352	2,996,631	12,721,747
Opening balance		4,442,963	6,424,257	3,489,196	14,356,416	4,259,764	5,465,352	2,996,631	12,721,747
Net operating result for the year		147,920	–	–	147,920	183,199	–	–	183,199
Net operating result for the year		147,920	–	–	147,920	183,199	–	–	183,199
Other comprehensive income									
Gain/(loss) on revaluation of infrastructure, property, plant and equipment	C1-8	–	369,891	160,390	530,281	–	958,905	492,565	1,451,470
Other comprehensive income		–	369,891	160,390	530,281	–	958,905	492,565	1,451,470
Total comprehensive income		147,920	369,891	160,390	678,201	183,199	958,905	492,565	1,634,669
Transfers between equity items		–	–	–	–	–	–	–	–
Closing balance at 30 June		4,590,883	6,794,148	3,649,586	15,034,617	4,442,963	6,424,257	3,489,196	14,356,416

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Council of the City of Sydney

Statement of Cash Flows

for the year ended 30 June 2024

<i>Original unaudited budget 2024</i>	<i>\$ '000</i>	Notes	<i>Actual 2024</i>	<i>Actual 2023</i>
Cash flows from operating activities				
Receipts:				
401,207	Rates and annual charges		396,857	387,641
135,053	User charges and fees		174,018	144,392
20,420	Interest received		35,916	16,443
101,350	Grants and contributions		102,760	125,171
–	Bonds, deposits and retentions received		13,603	17,251
118,459	Other receipts from Operating Activities		161,588	145,972
Payments:				
(263,489)	Payments to employees		(271,893)	(247,672)
(211,320)	Payments for materials and services		(339,586)	(259,013)
–	Borrowing costs		(216)	(213)
–	Bonds, deposits and retentions refunded		(8,929)	(21,363)
(63,231)	Other payments for Operating Activities		(49,770)	(60,303)
238,449	Net cash provided by operating activities	G1-1(a)	214,348	248,306
Cash flows from investing activities				
Receipts:				
23,700	Sale/Redemption of investment securities - Floating Rate Notes		23,700	36,300
495,000	Redemption of term deposits		510,000	502,000
16,837	Sale of infrastructure, property, plant and equipment and non-current assets held for sale		18,566	28,764
2,607	Sale of intangible assets		–	–
Payments:				
(15,482)	Purchase of investments - Floating Rate Notes		(39,750)	(46,333)
(323,364)	Acquisition of term deposits		(525,000)	(510,000)
(154,221)	Payments for investment property - acquisition and works		(11,448)	(116,528)
(280,182)	Payments for IPPE		(177,528)	(128,687)
(19,695)	Purchase of intangible assets		(7,731)	(16,482)
(254,800)	Net cash flows from investing activities		(209,191)	(250,966)
Cash flows from financing activities				
Payments:				
–	Principal component of lease payments		(293)	(258)
–	Net cash flows from financing activities		(293)	(258)
(16,351)	Net change in cash and cash equivalents		4,864	(2,918)
53,686	Cash and cash equivalents at beginning of year		60,871	63,790
37,335	Cash and cash equivalents at end of year	C1-1	65,735	60,872
410,660	plus: Investments on hand at end of year	C1-2	700,600	669,550
447,995	Total cash, cash equivalents and investments		766,335	730,422

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Council of the City of Sydney

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Council of the City of Sydney

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Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 28 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)*, and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-9
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-8
- (iii) estimated fair values of non-current assets classified as held for sale - refer Note C1-7
- (iv) employee benefit provisions – refer Note C3-4
- (v) estimated former depot remediation provisions – refer Note C3-5
- (vi) estimated rental waivers provision – refer Note C3-5
- (vii) estimated workers compensation self insurance provision – refer Note C3-5.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables – refer Note C1-4 and E1-1.
- (ii) Determination of whether performance obligations are sufficiently specific and accordingly whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and/or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- (iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

A1-1 Basis of preparation (continued)

The Consolidated Fund consists of cash and other assets associated with general purpose operations only.

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Sale of Land for Unpaid Rates (residual amounts after outstanding sums recovered)
- Bequests – Trust
- QVB Replacement Fund
- Sydney Metropolitan Mayors Association

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Volunteer services

Council utilises volunteers in the provision of some services. Whilst the contributions of volunteers are a valued aspect of certain services provided to the community, the financial value of these contributions is not considered material, and furthermore, would not be otherwise purchased. Accordingly, volunteer services are not recognised in these financial statements.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2024 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

Council's assessment of these new standards and interpretations (where they have been deemed as having a potentially material impact on Council's future financial performance, financial position and cash flows) are set out below:

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

This Standard modifies AASB 13 Fair Value Measurement for application by not-for-profit public sector entities such as Council.

It includes authoritative implementation guidance when fair valuing non-financial assets, not held primarily for their ability to generate cash inflows and also provides guidance and clarification when valuing assets that are restricted (in their use) at Council.

This includes guidance and clarification regarding the determination of an assets highest and best use, the development and use of internal assumptions for unobservable inputs and allows for greater use of internal judgements when applying the cost approach in the measurement and determination of fair values.

Although Council is yet to fully determine the impact of this standard, the changes will be evaluated in the future assessment of all property and infrastructure assets measured at fair value.

The standard applies prospectively to annual periods beginning on or after 1 January 2024; i.e. Council's financial statements for the year ended 30 June 2025.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

A1-1 Basis of preparation (continued)

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective for the first time at 30 June 2024:

AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

The most significant change introduced by this standard is to remove the requirement to disclose significant accounting policies and instead require disclosure of material accounting policy information.

“Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.”

In applying the new requirements, Council has after taking into account the various specific facts and circumstances applied professional judgement to ensure it discloses only material accounting policies as opposed to significant accounting policies throughout these financial statements.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B Financial Performance

B1 Functions or activities

B1-1 Income, expenses and assets - by function/activity

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	<i>Income</i>		<i>Expenses</i>		<i>Operating result</i>		<i>Grants and contributions</i> ¹		<i>Carrying amount of assets</i>	
	<i>2024</i>	<i>2023</i>	<i>2024</i>	<i>2023</i>	<i>2024</i>	<i>2023</i>	<i>2024</i>	<i>2023</i>	<i>2024</i>	<i>2023</i>
Functions or activities										
Responsible governance and stewardship	194,312	178,409	266,389	231,049	(72,077)	(52,640)	2,184	29,575	5,614,380	5,277,075
A leading environmental performer	3,623	5,572	108,064	96,990	(104,441)	(91,418)	2,369	4,186	394,830	381,819
Public places for all	123,682	127,050	161,978	148,867	(38,296)	(21,817)	58,671	58,541	9,002,511	8,703,810
Design excellence and sustainable development	23,958	22,215	49,211	47,937	(25,253)	(25,722)	12,168	11,707	204,989	158,517
A city for walking, cycling and public transport	100,961	97,967	15,423	14,468	85,538	83,499	35,946	38,200	82,512	87,329
An equitable and inclusive city	13,945	13,837	43,863	37,892	(29,918)	(24,055)	11,979	11,952	2,214	2,291
Resilient and diverse communities	58,197	50,482	56,452	48,759	1,745	1,723	2,429	1,689	3,135	5,150
A thriving cultural and creative life	1,559	3,536	12,662	12,683	(11,103)	(9,147)	697	2,699	71,303	65,727
A transformed and innovative economy	142	1,428	30,163	29,441	(30,021)	(28,013)	–	1,251	2,035	1,258
Housing for all	–	–	2,451	2,819	(2,451)	(2,819)	–	–	–	–
General purpose income ²	374,197	353,608	–	–	374,197	353,608	7,903	12,062	–	–
Total functions and activities	894,576	854,104	746,656	670,905	147,920	183,199	134,346	171,862	15,377,909	14,682,976

(1) Grants & Contributions are also included within Income totals shown above

(2) Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants & Unrestricted Interest & Investment Income

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Council's principal activities align with the Strategic Directions contained within the Community Strategic Plan: *Sustainable Sydney 2030-2050 Continuing the Vision*. The descriptions below reflect the Strategic Directions broadly, and provide a summary of Council's operations and activities that contribute to the achievement of each.

Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities. The process includes aligning corporate planning and organisational structure through effective governance procedures in support of all of Council's functions. Activities include: Customer Service, Governance, Risk Management, Media and Communications, Councillor Support and corporate services such as People and Culture, Finance, Information Services and Legal Services.

A leading environmental performer

Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation. The city is part of a decarbonised world. Activities include sustainability programs, cleansing, waste and recycling services, stormwater management and tree management.

Public places for all

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

Design excellence and sustainable development

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

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. Activities include Parking Management and Transport and Access Strategy.

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. Activities include Grants and Sponsorships programs, Childcare services, Libraries, Meals on Wheels and Community Relations.

Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations. Activities include Aged Care Services, Social Policy and Programs, Community Centres, Safe City, Security and City Rangers.

A thriving cultural and creative life

We are proud of the city and are all able to participate in, contribute to and benefit from the city's cultural life. Activities include Culture and Creativity programs, Cultural Venues and History and Curatorial

A transformed and innovative economy

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably. Activities include Strategy and Urban Analytics, Major Events, Night Time Economy and Business and Tourism Engagement.

Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone. Activities include Homelessness services and Housing Policy and Advocacy.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2024	2023
Ordinary rates		
Residential	93,088	85,475
Business	241,805	239,507
Less: pensioner rebates (mandatory)	(428)	(417)
Less: pensioner rebates (Council policy)	(2,094)	(1,793)
Rates levied to ratepayers	332,371	322,772
Pensioner rate subsidies received	231	227
Total ordinary rates	332,602	322,999
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	64,159	62,935
Stormwater management services	2,100	2,092
Less: pensioner rebates (mandatory)	(248)	(244)
Less: pensioner rebates (Council policy)	(1,155)	(1,112)
Annual charges levied	64,856	63,671
Pensioner annual charges subsidies received:		
– Domestic waste management	134	133
Total annual charges	64,990	63,804
Total rates and annual charges	397,592	386,803

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

B2-2 User charges and fees

\$ '000	Timing	2024	2023
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Planning and building regulation	2	21,074	18,477
Private works – section 67	2	9,060	5,847
Health inspections	2	2,295	1,654
Total fees and charges – statutory/regulatory		32,429	25,978

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-2 User charges and fees (continued)

\$ '000	Timing	2024	2023
(ii) Fees and charges – other (incl. general user charges (per s608))			
Child care	1	1,140	1,172
Advertising space income	1	20,096	31,078
Parking meter income	2	41,926	38,904
Parking station income	2	10,695	10,137
Recreation facilities hire	2	24,854	21,232
Venue hire	1	7,570	5,960
Workzone and filming fees	2	15,956	14,605
Other	2	8,486	6,490
Total fees and charges – other		130,723	129,578
Total other user charges and fees		163,152	155,556
Total user charges and fees		163,152	155,556
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		28,806	38,210
User charges and fees recognised at a point in time (2)		134,346	117,346
Total user charges and fees		163,152	155,556

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

B2-3 Other revenue

\$ '000	Timing	2024	2023
Award of heritage floor space	2	–	1,038
Ex gratia rates	2	708	724
Fines	2	40,209	34,206
Sponsorship and donations	2	154	178
Other	2	844	908
Total other revenue		41,915	37,054
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		41,915	37,054
Total other revenue		41,915	37,054

Accounting policy

Where the revenue is earned for the provision of specified goods/services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-3 Other revenue (continued)

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
General purpose grants and non-developer contributions (untied)					
Current year allocation					
Financial assistance – general component	2	5,064	7,684	–	–
Financial assistance – local roads component	2	1,419	2,189	–	–
Amount recognised as income during current year		6,483	9,873	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Child care	2	2,794	2,473	–	–
Environmental programs ¹	1	–	(9)	242	1,108
Library	2	679	749	–	–
Community and recreation	1	2,428	2,625	–	–
Transport (other roads and bridges funding)	1	846	4,402	13,008	17,878
External contributions to capital projects	2	–	–	440	2,520
Other contributions	2	3,277	3,218	–	–
Total special purpose grants and non-developer contributions – cash		10,024	13,458	13,690	21,506
Non-cash contributions					
Land dedications	2	–	–	36,982	2,984
Total other contributions – non-cash		–	–	36,982	2,984
Total special purpose grants and non-developer contributions (tied)		10,024	13,458	50,672	24,490
Total grants and non-developer contributions		16,507	23,331	50,672	24,490
Comprising:					
– Commonwealth funding		8,895	11,953	–	2,608
– State funding		4,336	8,160	13,251	16,378
– Other funding		3,276	3,218	37,421	5,504
		16,507	23,331	50,672	24,490

(1) The negative income amount shown for 2022/23 represents a minor refund of a grant amount prematurely recognised as income in a prior financial year and subsequently returned to the grant provider.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Developer contributions: (s7.4 & s7.11 - EP&A Act, s61 of the City of Sydney Act):						
Cash contributions						
S 7.4 – contributions using planning agreements		2	–	–	7,059	16,635
S 7.11 – contributions towards amenities/services		2	–	–	15,939	25,806
S 7.12 – fixed development consent levies		2	–	–	39,545	24,484
S 61 – fixed development consent levies		2	–	–	607	24,073
Total developer contributions – cash			–	–	63,150	90,998
Non-cash contributions						
S 7.4 – contributions using planning agreements ¹		2	–	–	(1,287)	32,938
S 7.11 – contributions towards amenities/services		2	–	–	5,304	105
Total developer contributions non-cash			–	–	4,017	33,043
Total contributions			–	–	67,167	124,041
Total grants and contributions			16,507	23,331	117,839	148,531
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			3,294	7,018	13,251	18,986
Grants and contributions recognised at a point in time (2)			13,213	16,313	104,588	129,545
Total grants and contributions			16,507	23,331	117,839	148,531

(1) Negative non-cash contributions income for 2023/24 reflects the transfer of a non-cash contribution to cash contribution income, following the redemption of a bank guarantee securing future works. Council will now deliver the identified works.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Grants				
Unspent funds at 1 July	3,538	1,681	529	1,457
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	2,227	–	–
Add: Funds received and not recognised as revenue in the current year	1,129	1,311	6	529
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(2,227)	–	–	–
Less: Funds received in prior year but revenue recognised and funds spent in current year	(1,269)	(1,681)	(357)	(1,457)
Less: Funds received in prior year but not spent and returned in current year	–	–	(92)	–
Unspent grants at 30 June	1,171	3,538	86	529
Contributions ¹				
Unspent cash contributions and future works receivable at 1 July	–	–	88,353	66,762
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	15,018	30,085
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(28,315)	(8,494)
Unspent contributions at 30 June	–	–	75,056	88,353

(1) Council recognises revenue in respect of works in kind contributions where the agreed value of the works is secured via lodgement of a bank guarantee and/or cash security deposit. The delivery of these future works can extend over multiple accounting periods. Upon completion and acceptance of works by Council, the outstanding contribution debtor is cleared, and assets recognised as Infrastructure, Property Plant and Equipment. Works not secured via guarantee or deposit are recognised as revenue upon transfer to Council.

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an enforceable agreement containing sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include provision of public events, planting of trees and delivery of training courses for members of the public. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-4 Grants and contributions (continued)

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), and section 61 of the *City of Sydney Act 1988*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2024	2023
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	595	392
– Cash and investments	38,996	23,147
Total interest and investment income (losses)	39,591	23,539
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	595	392
General Council cash and investments	22,858	12,932
Restricted investments/funds – external:		
Developer contributions		
– Planning agreements/bonus floorspace levy	1,963	1,514
Domestic waste management operations	2,223	1,297
Specific Purpose Unexpended Grants	98	121
Allocated investments/funds – internal:		
Internally allocated assets	11,854	7,283
Total interest and investment income	39,591	23,539

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B2-6 Other income

\$ '000	Notes	2024	2023
Fair value increment/(decrement) on investment properties			
Fair value increment/(decrement) on investment properties		12,253	(1,198)
Total fair value increment/(decrement) on investment properties	C1-9	12,253	(1,198)
Rental income			
Investment properties			
Lease income - investment properties		23,471	20,369
Total investment properties lease income		23,471	20,369
Other commercial property income			
Lease income from Council properties not classified as Investment Property under AASB 140		44,991	42,148
Lease income relating to variable lease payments not dependent on an index or a rate		20,023	14,569
Total other lease income		65,014	56,717
Total rental income	C2-2	88,485	77,086
Reversal of prior year losses on investments			
Recovery of prior year losses - Collateralised Debt Obligations (CDOs)		-	267
Total Fair value increment on investments		-	267
Total other income		100,738	76,155

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages	224,416	203,789
Travel expenses	183	133
Employee leave entitlements (ELE)	25,571	22,495
Superannuation – defined contribution plans	21,394	18,049
Superannuation – defined benefit plans	3,152	3,224
Workers' compensation insurance	6,115	1,318
Fringe benefit tax (FBT)	448	508
Training costs (other than salaries and wages)	1,817	1,340
Other	1,769	1,644
Total employee costs	284,865	252,500
Less: capitalised costs	(7,968)	(5,263)
Total employee costs expensed	276,897	247,237
Number of 'full-time equivalent' employees (FTE) at year end	1,852	1,743

Material accounting policy information

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2024	2023
Advertising		635	851
Asset maintenance and minor purchases		9,881	9,420
Audit Fees	F2-1	331	308
Bank charges		2,116	1,979
Books and periodicals		104	61
Contractor and consultancy costs:			
– Building and facilities management		66,173	60,365
– City infrastructure management		16,167	15,390
– Consultancies		3,472	2,957
– Parks management		24,393	22,428
– Project costs and minor contracts		54,210	39,642
– Waste disposal, recycling and graffiti removal		39,649	35,721
Election expenses		–	7
Computing costs		14,902	14,186
Councillor and Mayoral fees and associated expenses	F1-2	919	884
Event and project costs		15,317	12,722
Insurance		6,640	5,435
Land tax and water rates		4,149	1,909
Parking enforcement – payment to NSW government		4,380	3,391

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B3-2 Materials and services (continued)

\$ '000	2024	2023
Property related expenditure - other	3,468	3,114
Postage and couriers	1,258	1,232
Printing and stationery	1,084	1,161
Public domain enhancement contributions	587	1,745
Raw materials and consumables	4,785	5,249
Research and development	375	310
Security	3,197	2,566
Storage	837	688
Street lighting	4,212	3,714
Telephone and communications	2,511	2,310
Utilities	6,620	7,221
Legal expenses:		
– Legal expenses: planning and development	579	284
– Legal expenses: other	1,605	1,114
Lease expenses:		
– Expenses from short-term leases	343	48
– Expenses from leases of low value assets	58	79
– Variable lease expense relating to usage	642	632
Other materials and services	4,118	3,441
Total materials and services	299,717	262,564
Less: capitalised costs	(669)	(633)
Total materials and services	299,048	261,931

B3-3 Borrowing costs

(i) Interest bearing liability costs

Interest expense relating to leases	216	213
Total borrowing costs expended	216	213

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2024	2023
Infrastructure, Property, Plant and Equipment (IPPE)	C1-8		
Plant and equipment		7,609	8,473
Office equipment		3,704	4,121
Furniture and fittings		3,369	3,436
Infrastructure:			
– Buildings – non-specialised		35,708	34,915
– Buildings – specialised		820	766
– Roads		25,095	23,772
– Stormwater drainage		7,435	7,005
– Open space/recreational assets		25,531	22,409
Other assets:			
– Library books		730	872
– Poles and lighting		3,737	3,542
– Public art / open museum		890	618
Right of use assets	C2-1	437	386
Intangible assets – software (amortisation)	C1-10	8,873	10,745

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Total depreciation, amortisation and impairment for non-financial assets		123,938	121,060
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Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2024	2023
Impairment of receivables			
Rental and sundry debtors		2,762	1,148
Total impairment of receivables	C1-4	2,762	1,148
Other			
Contributions/levies to other levels of government		19,721	17,298
Donations, contributions and assistance to other organisations (Section 356)		24,074	22,017
Total other		43,795	39,315
Total other expenses		46,557	40,463

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2024	2023
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property	C1-8	27,901	4,225
Less: carrying amount of property assets sold/written off		(5,956)	(1,795)
Gain (or loss) on disposal		21,945	2,430
Gain (or loss) on disposal of plant and equipment			
Proceeds from disposal – plant and equipment	C1-8	485	850
Less: carrying amount of plant and equipment assets sold/written off		(123)	(141)
Gain (or loss) on disposal		362	709
Gain (or loss) on disposal of infrastructure			
Proceeds from disposal – infrastructure	C1-8	–	–
Less: carrying amount of infrastructure assets sold/written off		(5,065)	(3,132)
Gain (or loss) on disposal		(5,065)	(3,132)
Gain (or loss) on disposal of investments			
Proceeds from disposal/redemptions/maturities – investments	C1-2	23,700	36,300
Less: carrying amount of investments sold/redeemed/matured		(23,700)	(36,300)
Gain (or loss) on disposal		–	–
Gain (or loss) on disposal of term deposits			
Proceeds from disposal/redemptions/maturities – term deposits	C1-2	510,000	502,000
Less: carrying amount of term deposits sold/redeemed/matured		(510,000)	(502,000)
Gain (or loss) on disposal		–	–
Gain (or loss) on disposal of non-current assets classified as ‘held for sale’			
Proceeds from disposal – non-current assets ‘held for sale’	C1-7	–	23,689
Less: carrying amount of ‘held for sale’ assets sold/written off		–	(20,562)
Gain (or loss) on disposal		–	3,127
Net gain (or loss) from disposal of assets		17,242	3,134

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 26 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
Revenues				
User charges and fees	136,129	163,152	27,023	20% F
User Fees and Charges were favourable to budget due to recoverable public domain works costs undertaken by Council as part of the Sydney Metro project in Surry Hills, a significant property make good payment from a commercial tenant at the end of their lease and higher than anticipated income from a catering contract at the City's venues. In addition, aquatics facility management fees were included in the Materials and Services expenses as a single total netted off against income in the original budget. Actual results in the financial statements incorporate both gross income and expenditure, thereby significantly increasing the amounts shown for facility management fees as part of this category. These favourable variances were offset in part by building development related income where activity was lower than anticipated in the budget.				
Other revenues	38,221	41,915	3,694	10% F
The favourable variance was due to higher volumes of infringements for parking and commercial waste issued in the CBD, than anticipated in the budget.				
Interest and investment revenue	20,420	39,591	19,171	94% F
The favourable balance in interest and investment income was the result of higher opening cash balances and lower capital expenditure than anticipated in the budget, combined with the significant increase in interest rates offered in the second half of the financial year.				
Capital grants and contributions	86,792	117,839	31,047	36% F
Capital contributions were favourable to budget. The timing of these contributions is difficult to predict. Overall, development cash contributions were in line with the budget. Contributions toward development in the CBD, under the Central Sydney plans, were favourable to budget while outside the CBD contributions were slightly lower than anticipated. In addition, a number of substantial Works in Kind contributions and land dedications were received for developments in the CBD and also in the Green Square Urban renewal area. These contributions are recognised as revenue when the agreed value is secured via lodgement of a bank guarantee and/or cash security deposit. The timing of delivery or receipt of these contributions is contingent on development progress and difficult to forecast. The favourable overall variance was reduced by lower than anticipated contributions from the NSW Government towards CBD bike network related projects in line with slightly delays in a number of these projects.				
Net gains from disposal of assets	–	17,242	17,242	∞ F
Council does not budget for gains or losses on disposal of assets, due to their non-recurrent nature, uncertainty of timing and the inherent volatility of sale proceeds. Individual asset sales and disposals are approved with appropriate delegated authority, taking into consideration the carrying value of the asset/s and any proceeds. The net gain reflects the non-cash impact of the swap of land parcels with the NSW Government as part of the development of new park in Surry Hills. This was offset, in part, by the disposal of assets, prior to end of their depreciated lives, across a range of public domain, stormwater and land improvement projects.				
Other income	81,050	100,738	19,688	24% F

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

B5-1 Material budget variations (continued)

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----
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The favourable variance was a result of higher than anticipated Commercial Property income. This increase was due to better than anticipated QVB income, lessee retention, rent review adjustments and improved turnover rent for the Capitol Theatre. In addition, there were some provision reductions following detailed negotiation processes with property tenants required to cover debts associated with the impact of the Covid-19 pandemic. The earlier estimates were based on the Federal Government's Code of Conduct for commercial tenancies and New South Wales (NSW) government legislation. In addition, the annual external investment property revaluation of the City's investment properties resulted in a significant overall uplift, with the biggest increases relating to 343 George Street and the Woolstores properties.

Expenses

Materials and services	231,686	299,048	(67,362)	(29)%	U
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Council's adopted budget included waste collection expenses entirely within the Other Expenses category. Subsequent to the adoption of the budget, the waste collection portion of the budget was separated from the s88 Waste Levy paid to the NSW Government. This allowed the re-classification of the collection costs (\$18.1M) to Materials and Contracts with the balance (approx \$4.8M) retained in Other expenses - contributions/levies to other levels of Government. In addition, this expense category was impacted by project costs, associated with the delivery of the City's significant capital works program but not adding to the enduring benefit of the asset, being re-classified as operating expenses. This expenditure is often related to initial options reviews and/or the demolition of assets and was higher than anticipated in the budget. The expenditure was incurred against public domain, roadway and parks works and a number of Information Technology projects. Extra expenditure was also incurred due to increased roadway maintenance for Sydney Metro Upgrade in Surry Hills, accelerated delivery of minor maintenance jobs across the LGA, and new contracts with rate increases higher than assumed in the budget for street trees maintenance. Finally, as noted in the User Charges and Fees commentary above, the budget for aquatics facility management fees was included as a net total. For the purposes of the actual results shown in financial statements both gross income and expenditure have been included thereby significantly increasing the amount shown for facility management fees as part of this category. These increases were offset by savings across a wide range of activity including consultancies, IT related costs and the non utilisation of operational contingencies.

Other expenses	62,568	46,557	16,011	26%	F
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Council's adopted budget included approximately \$23.5M for waste collection within Other Expenses. Subsequent to the adoption of the budget, the waste collection portion of the budget was separated from the s88 Waste Levy paid to the NSW Government. This allowed the re-classification of the collection costs to Materials and Contracts with the balance (approx \$4.8M) retained in Other expenses - contributions/levies to other levels of Government. Prior year comparatives have similarly been reclassified. The overall savings in this category were reduced by an increase in bad debt expenses largely attributed to the ongoing challenging economic environment following the COVID-19 pandemic. In particular, provisioning for commercial property tenants and health and building related outstanding debts was increased.

Statement of cash flows

Cash flows from operating activities	238,449	214,348	(24,101)	(10)%	U
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A number of income sources, including enforcement and commercial property income, proved more resilient than budgeted. Interest received was higher than anticipated as interest rates and the cash balances were higher than budgeted. In addition, aquatic receipts were netted off against facilities management fees in the budget, in line with contractual arrangements, while gross revenue (and expenditure) has been shown in the actual results. These favourable inflows were more than offset by higher than anticipated expensing of capital costs where necessary works associated with the capital project did not deliver a City owned asset, additional infrastructure maintenance works and higher than budgeted labour costs.

Cash flows from investing activities	(254,800)	(209,191)	45,609	(18)%	F
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The performance against budget reflects lower than anticipated capital works and property acquisition expenditure. In particular, the budget anticipated a commercial property acquisition of approximately \$100M, however a suitable site (or sites) could not be located during the 2023/24 financial year. In terms of capital works, contract issues and approval delays slowed progress on a number of projects. Unspent budget for these projects has been revoted into future years. These elements reduced the anticipated cash outflows however they were offset, in part, by additional investment in term deposits and investment securities. This increase can be observed in the amount of investments on hand at the end of the year.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2024	2023
Cash assets		
Cash on hand and at bank	65,725	3,301
Cash equivalent assets		
– Deposits at call ¹	10	57,570
Total cash and cash equivalents	65,735	60,871

(1) During 2023/24, the applicable interest rate for Council's General Fund was matched to the applicable Call Account rate. As a result, cash balances were substantially transferred to the General Fund ("at bank").

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	65,735	60,871
Balance as per the Statement of Cash Flows	65,735	60,871

C1-2 Financial investments

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Debt securities at amortised cost				
Long term deposits	510,000	35,000	495,000	35,000
Floating-rate notes (FRNs) (with maturities > 3 months)	19,500	136,100	23,700	115,850
Total investments	529,500	171,100	518,700	150,850
Total cash assets, cash equivalents and investments	595,235	171,100	579,571	150,850

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument. On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition. Council has assessed the objective of its investment business model as holding financial assets in order to collect contractual cash flows, with those cash flows on contractual dates, comprising solely principal and/or interest. Accordingly, all investments for the reporting periods shown were held at amortised cost.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-2 Financial investments (continued)

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, floating rate note investments, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	766,335	730,421
Cash, cash equivalents and investments not subject to external restrictions	677,209	639,576
Less: Externally restricted cash, cash equivalents and investments	(89,126)	(90,845)
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	1,257	4,067
External restrictions – included in liabilities	1,257	4,067
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	46,668	46,739
Domestic waste management	41,201	40,039
External restrictions – other	87,869	86,778
Total external restrictions	89,126	90,845

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2024	2023
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	677,209	639,576
Less: Internally allocated cash, cash equivalents and investments	<u>(238,434)</u>	<u>(235,491)</u>
Unrestricted and unallocated cash, cash equivalents and investments	438,775	404,085
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Supported accommodation, affordable and diverse housing fund	9,163	9,163
Employees leave entitlement	7,249	6,784
Green infrastructure	7,357	8,230
Green square reserve	86,325	86,325
Heritage conservation fund	75,055	75,428
Performance cash bonds and retentions	28,036	23,362
Public liability insurance	572	404
Renewable energy reserve	1,277	3,295
Workers compensation	23,400	22,500
Total internal allocations	238,434	235,491

Internal allocations of cash, cash equivalents and investments are those assets allocated to specific purposes by a resolution of the elected Council.

Policy on external restrictions and internal allocations of cash, cash equivalents and investments

Cash, cash equivalents and investments are restricted for prudent financial management purposes as follows:

Developer Contributions - 100% of cash Developer Contributions levied under Section 7.11, Section 7.12, Section 61, Bonus Floor Space scheme and Voluntary Planning Agreements (including the Developer Rights Scheme for Green Square Town Centre) received but not yet expended in accordance with the applicable deed or contributions plan.

Contributions - Capital Works - 100% of cash contributions provided to Council by third parties that are yet to be expended on the project/s for which they were provided.

Unexpended Grants - 100% of cash grants received not spent during the year are treated as restricted funds.

Domestic Waste - Any cash surplus from operations is held as a restricted asset to fund future capital expenditure or process improvements to the Domestic Waste collection business.

Stormwater Management - Funds received through the stormwater levy are set aside for various structural and non-structural programs used to reduce urban stormwater pollution. Unspent funds are held as restricted assets.

Supported Accommodation, Affordable and Diverse Housing - Income receipts dedicated by Council for the purposes of contributing towards the delivery of supported accommodation, affordable and/or diverse housing are set aside for future projects and initiatives as endorsed by Council.

Commercial Properties - Funds that are surplus to requirements, set aside to reinvest and continue the revenue stream from and maintain diversification of Council's large commercial and investment property portfolio.

Community Facilities - Cash set aside for the future acquisition or development of property to improve community spaces or replacement facilities that meet community needs at that time.

Employee Leave Entitlements - 10% of the employee leave entitlement provision is set aside to fund extraordinary movements of staff. Normal annual payments of leave entitlements are funded from operating income.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

Green Infrastructure - Monies set aside for implementing green infrastructure projects including co/trigeneration plants, water recycling and evacuated waste systems to deliver enhanced environmental benefits to the organisation and community.

Green Square - Monies set aside in anticipation of Green Square infrastructure not funded by developer contributions or grant funding.

Heritage Conservation Fund - Cash received through Alternative Heritage Floor Space Allocation Scheme, yet to be expended on heritage related projects in accordance with the council-adopted policy.

Operational Facilities - Cash set aside for the future acquisition or development of properties to supplement or replace buildings within the current building assets portfolio that provide infrastructure for the operation of Council's services.

Performance Bond Deposits - All security deposits are held as restricted funds.

Public Liability Insurance - Cash has been allocated for 100% of the provision.

Public Roads - In accordance with Section 43 (4) of the Roads Act (NSW) 1993, proceeds from the sale of (former) public road are set aside for the acquisition of land for public roads, and/or carrying out works on public roads.

Renewable Energy - Monies set aside to develop renewable energy for the organisation that can be derived from wind, solar or geo-thermal sources.

Workers Compensation Insurance - In accordance with actuarial advice, Council restricts funds for 100% of the provision, as advised by an external consulting actuary (in order to meet the requirements of the State Insurance Regulatory Authority, SIRA).

C1-4 Receivables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Rates and annual charges	8,686	-	7,616	-
Interest and extra charges relating to rates	377	-	287	-
User charges and fees	6,552	-	4,520	-
Accrued interest on investments	12,180	-	8,595	-
Net GST receivable	4,086	-	4,522	-
Rental debtors	24,719	272	27,366	292
Outstanding works in kind contributions	5,014	23,374	18,276	23,338
Total	61,614	23,646	71,183	23,629
Less: provision for impairment				
Rental debtors and User charges & fees	(6,829)	-	(4,734)	-
Total provision for impairment – receivables	(6,829)	-	(4,734)	-
Total net receivables	54,785	23,646	66,449	23,629
Externally restricted receivables				
Domestic waste management	645	-	644	-
Domestic waste management – interest & extra charges	39	-	43	-
Works receivable (developer contributions)	5,014	23,374	18,276	23,338
Total external restrictions	5,698	23,374	18,963	23,338

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-4 Receivables (continued)

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Unrestricted receivables	49,087	272	47,486	291
Total net receivables	54,785	23,646	66,449	23,629

\$ '000	2024	2023
Movement in provision for impairment of receivables		
Balance at the beginning of the year	4,734	4,218
+ new provisions recognised during the year	3,547	2,255
– amounts already provided for and written off this year	(498)	(262)
– unused amounts reversed	(954)	(1,476)
Balance at the end of the year	6,829	4,735

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information. Additional disclosure related to Council's ECL model is provided at Note E1-1.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day one.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A debt write-off is only considered after all attempts and appropriate measures of collecting the debt have failed, and where at least one of the following conditions is satisfied: the debt cannot be proven; the debt is of a size that makes the use of external debt collection agency economically unviable; the debtor and/or their assets cannot be located; the debt is statute barred (the age of the claim is beyond legislatively stated time constraints); the debtor has been declared bankrupt (personal) or in liquidation (corporate) or the company is deregistered; or the debtor is deceased.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-4 Receivables (continued)

The write off of a debt does not preclude any action being taken in the future to collect the outstanding amount, should the prevailing circumstances change. None of the receivables that have been written off are subject to further enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Inventories at cost				
Stores and materials	388	-	575	-
Total inventories at cost	388	-	575	-
Total inventories	388	-	575	-

Material accounting policy information

Costs are assigned to individual items of inventory on the basis of weighted average costs.

C1-6 Contract assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Accrued revenue	16,736	-	20,146	-
Total contract assets	16,736	-	20,146	-

C1-7 Non-current assets classified as held for sale

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Details of non-current assets held for sale					
Land	C1-8	192,817	-	-	-
Total non-current assets classified as held for sale		192,817	-	-	-

Details of assets

At 30 June 2024, Council held surplus property assets previously designated as 'Land - Operational', as held for sale. Settlement of the applicable sale transactions is anticipated to occur during the 2024/25 financial year, with the disposals endorsed by Council, preferred purchasers having been determined, and contractual arrangements in place.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-8 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period										At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers ²	Adjustments and transfers	Ttrs from/(to) 'held for sale' category ³	Ttrs from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress (WIP) ⁴	198,138	–	198,138	75,344	77,161	–	–	(134,359)	(35)	–	(482)	–	–	215,768	–	215,768
Plant and equipment	127,588	(86,339)	41,249	4,165	1,061	(111)	(7,609)	588	–	–	–	–	–	120,074	(80,731)	39,343
Office equipment	21,281	(12,360)	8,921	1,812	63	–	(3,704)	–	1,594	–	–	–	–	22,503	(13,817)	8,686
Furniture and fittings	42,826	(33,575)	9,251	8	13	–	(3,369)	12	–	–	–	–	–	37,734	(31,819)	5,915
Land:																
– Operational land	2,110,688	–	2,110,688	–	58,460	(3,224)	–	–	–	(192,817)	–	–	144,950	2,118,058	–	2,118,058
– Community land	2,921,589	–	2,921,589	–	–	(2,689)	–	–	–	–	–	(6,177)	–	2,912,723	–	2,912,723
– Crown land	3,489,196	–	3,489,196	–	–	–	–	–	–	–	–	–	160,390	3,649,586	–	3,649,586
– Land under roads (post 30/6/08)	165,247	–	165,247	–	12,420	–	–	–	–	–	–	772	–	178,440	–	178,440
Other structures – trees	149,723	–	149,723	–	256	–	–	2,543	63	–	–	–	23,812	176,397	–	176,397
Other structures – poles and lights	160,366	(71,586)	88,780	–	460	–	(3,735)	6,742	309	–	–	–	–	167,864	(75,310)	92,554
Other structures – signs	26,875	–	26,875	–	20	–	–	445	–	–	–	–	–	27,340	–	27,340
Infrastructure:																
– Buildings – non-specialised	2,318,396	(543,872)	1,774,524	4,005	271	–	(35,708)	12,610	(147)	–	–	–	96,733	2,461,062	(608,774)	1,852,288
– Buildings – specialised	67,855	(27,622)	40,233	–	–	(43)	(820)	1,145	147	–	–	–	2,729	73,720	(30,327)	43,393
– Roads, Bridges, Footways, Kerbs	2,291,244	(802,745)	1,488,499	–	4,765	(3,698)	(25,095)	50,508	(772)	–	–	–	80,303	2,462,704	(868,193)	1,594,511
– Stormwater drainage	521,252	(154,799)	366,453	–	1,080	(398)	(7,435)	10,527	263	–	–	–	11,894	549,168	(166,785)	382,383
– Open space/recreational assets	791,618	(468,197)	323,421	–	4,644	(969)	(25,531)	42,871	322	–	–	–	14,875	871,271	(511,639)	359,632
Other assets:																
– Heritage collections	9,733	–	9,733	–	82	–	–	–	–	–	–	–	–	9,816	–	9,816
– Library books	6,349	(4,652)	1,697	634	–	–	(730)	–	–	–	–	–	–	5,874	(4,273)	1,601
– City art	67,551	(11,574)	55,977	–	–	(12)	(890)	6,368	–	–	–	–	–	73,041	(11,599)	61,442
Total infrastructure, property, plant and equipment	15,487,515	(2,217,321)	13,270,194	85,968	160,756	(11,144)	(114,626)	–	1,744	(192,817)	(482)	(6,177)	536,458	16,133,143	(2,403,267)	13,729,876

(1) Renewals are defined as the replacement or reinstatement of existing assets (significant upgrades and acquisition of additional assets are shown under Additions new assets).

(2) WIP Transfers consists of completed capital construction projects transferred from Work in Progress into the fixed asset register. Completed projects transferred include: \$50.9M in capital renewal, \$34.8M in capital upgrade and \$49.2M in new infrastructure and facilities.

(3) See note C1-7

(4) Capital Work in Progress includes \$215M for capital construction projects, \$0.74M for Plant & Asset purchases.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-8 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period									At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers ²	Adjustments and transfers	Tfrs from/(to) 'held for sale' category ³	Tfrs from/(to) investment properties	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000															
Capital work in progress ⁴	242,217	–	242,217	60,875	65,358	–	–	(168,686)	–	–	(1,626)	–	198,138	–	198,138
Plant and equipment	119,666	(80,170)	39,496	4,973	881	(141)	(8,473)	4,514	–	–	–	–	127,588	(86,339)	41,249
Office equipment	20,850	(10,535)	10,315	1,491	–	–	(4,121)	–	1,235	–	–	–	21,281	(12,360)	8,921
Furniture and fittings	42,759	(30,139)	12,620	37	–	–	(3,436)	31	–	–	–	–	42,826	(33,575)	9,251
Land:															
– Operational land	1,795,307	–	1,795,307	–	12,469	(1,678)	–	7,549	52	4,770	–	292,219	2,110,688	–	2,110,688
– Community land	2,513,349	–	2,513,349	–	1,532	–	–	–	–	–	–	406,708	2,921,589	–	2,921,589
– Crown land	2,996,631	–	2,996,631	–	–	–	–	–	–	–	–	492,565	3,489,196	–	3,489,196
– Land under roads (post 30/6/08) ⁵	107,749	–	107,749	–	478	–	–	1,241	(52)	–	–	55,831	165,247	–	165,247
Other structures – trees	138,070	–	138,070	–	–	–	–	1,111	–	–	–	10,542	149,723	–	149,723
Other structures – poles and lights	153,443	(68,044)	85,399	–	113	–	(3,542)	6,810	–	–	–	–	160,366	(71,586)	88,780
Other structures – signs	26,180	–	26,180	–	–	–	–	695	–	–	–	–	26,875	–	26,875
Infrastructure:															
– Buildings – non-specialised	2,170,628	(488,298)	1,682,330	–	7,692	(68)	(34,915)	35,578	–	–	–	83,907	2,318,396	(543,872)	1,774,524
– Buildings – specialised	55,698	(25,087)	30,611	–	3,924	(50)	(766)	4,381	–	–	–	2,133	67,855	(27,622)	40,233
– Roads	2,138,423	(748,380)	1,390,043	–	763	(2,569)	(23,772)	56,628	411	–	–	66,996	2,291,244	(802,745)	1,488,499
– Stormwater drainage	486,637	(142,583)	344,054	–	–	–	(7,005)	15,986	–	–	–	13,418	521,252	(154,799)	366,453
– Other open space/recreational assets	691,446	(404,471)	286,975	–	317	(563)	(22,409)	31,950	–	–	–	27,150	791,618	(468,197)	323,421
Other assets:															
– Heritage collections	9,669	–	9,669	–	64	–	–	–	–	–	–	–	9,733	–	9,733
– Library books	7,129	(5,263)	1,866	703	–	–	(872)	–	–	–	–	–	6,349	(4,652)	1,697
– City art	60,002	(11,040)	48,962	–	5,420	–	(618)	2,212	–	–	–	–	67,551	(11,574)	55,977
Total Infrastructure, property, plant and equipment - Prior year	13,775,853	(2,014,010)	11,761,843	68,079	99,011	(5,069)	(109,929)	–	1,646	4,770	(1,626)	1,451,469	15,487,515	(2,217,321)	13,270,194

(1) Renewals are defined as the replacement or reinstatement of existing assets (significant upgrades and acquisition of additional assets are shown under Additions new assets).

(2) WIP Transfers consists of completed capital construction projects transferred from Work in Progress into the fixed asset register. Completed projects transferred include: \$72.4M in capital renewal, \$54.3M in capital upgrade and \$43.6M in new infrastructure and facilities.

(3) Land held for sale at 30 June 2022 was not disposed during 2022/23 as anticipated, owing to delays in project milestones under the contract with the agreed purchaser. Ongoing uncertainty in respect of these contractual milestones has meant that the land has been transferred from Assets Held for Sale into Land - Operational at 30 June 2023. See Note C1-7.

(4) Capital Work in Progress includes \$196.5M for capital construction projects, \$0.4M for Plant & Asset purchases and \$1.2M for property acquisitions.

(5) Opening balance has been restated due to the correction of a prior period error.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-8 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes). When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. Repairs and maintenance are charged to the Income Statement during as they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Buildings (by component type):	Years	Infrastructure - Drainage	Years
Structure (Short Life)	32 to 151	Pipes and culverts	100
Structure (Long Life)	38 to 400	Drainage pits and junctions	100
Sub-Structure (Short Life)	38 to 127	Trunk drainage infrastructure	200
Sub-Structure (Long Life)	38 to 400	Water quality infrastructure	10 to 100
Roof (Short Life)	38 to 127		
Roof (Long Life)	38 to 400	Poles and Lighting	
Fit-Out (Short Life)	22 to 78	Council lighting	15 to 50
Fit-Out (Long Life)	38 to 130	Smartpoles	50
Services - Electrical (Short Life)	32 to 91		
Services - Electrical (Long Life)	38 to 195	Council Signage	Infinite
Services - Fire (Short Life)	15 to 25		
Services - Fire (Long Life)	40 to 52	Open space and recreational assets	
Services - Hydraulic (Short Life)	25 to 91	Park and open space improvements	20 to 100
Services - Hydraulic (Long Life)	38 to 195	Park equipment and structures	20
Services - Mechanical (Short Life)	12 to 60		
Services - Mechanical (Long Life)	80 to 104	Trees - street and park trees	Infinite
Services - Security (Short Life)	15 to 25		
Services - Lift/Transport (Short Life)	46 to 127	Plant & Equipment	
Services - Lift/Transport (Long Life)	75 to 195	Plant & equipment	3 to 20
Services - Floor Coverings (Short Life)	10 to 44	Water recycling plant (specialised)	20 to 50
		Vehicles and road-making equipment	5 to 10
Infrastructure - Roads		Computer equipment	3 to 5
Roads - upper strata	30 to 120	Parking Meters	5 to 10
Roads - lower strata	300	Office Equipment	3 to 5
Roads - sub-structure earthworks	Infinite	Furniture and Fittings	3 to 10
Footways	40 to 150		
Kerb and gutter	100 to 200	Other assets	
Bridges and structures	100	Library resources	3 to 5
Traffic Facilities	40 to 50	City art	25 to 100
Street furniture/other infrastructure	20 to 50		

Assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-8 Infrastructure, property, plant and equipment (continued)

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves and third party owned land

The Crown Land class includes assets that are owned by government and/or 3rd party entities, however Council retains both operational control of the assets and responsibility for the maintenance of improvements thereon. Council includes these land assets in the Statement of Financial Position, as well as the cost of any Council funded related improvements, on the basis of its financial rights and responsibilities in controlling and maintaining the assets. Maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Revocation of such control by the State Government is regarded as extremely unlikely given the history of Crown Reserves, and Council's history of operational care and control over the assets.

In the case of Crown Reserve lands, Reserve Trusts were created for administrative purposes under section 92 of the Crown Lands Act 1989 ("the Act") for a large proportion of these Crown Reserves. Prior to the enactment of the Act, Council was Reserve Trustee of these assets and upon enactment, section 5A of the Schedule 8 (Savings, transitional and other provisions) of the Act has appointed Council Reserve Trust Manager of the related Reserve Trusts created under section 92.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-9 Investment properties

\$ '000	2024	2023
Owned investment properties		
Investment property on hand at fair value	530,878	509,643
Total owned investment properties	530,878	509,643

Investment property movements

\$ '000	Notes	2024	2023
At fair value			
Opening balance at 1 July		509,643	399,172
Acquisitions		8,500	110,000
Capitalised subsequent expenditure	C1-8	482	1,669
Net gain/(loss) from fair value adjustments	B2-6	12,253	(1,198)
Closing balance at 30 June		530,878	509,643

Material accounting policy information

Investment property, comprising commercial, industrial and residential properties, is held for long-term rental yield and capital appreciation and is not occupied by the Council.

C1-10 Intangible assets

Intangible assets are as follows:

\$ '000	2024	2023
Software		
Opening values at 1 July		
Gross book value	68,413	55,597
Accumulated amortisation	(45,862)	(35,116)
Software work in progress (WIP) balance	17,458	15,663
Net book value – opening balance	40,009	36,144
Movements for the year		
– Development costs capitalised	3,667	14,051
– Transfer (to)/from IPP&E	1,559	(1,235)
– Amortisation charges	(8,873)	(10,745)
– Work In Progress movement - net	5,531	1,795
Closing values at 30 June		
Gross book value	61,948	68,413
Accumulated amortisation	(46,048)	(45,862)
Software work in progress (WIP) balance	22,989	17,458
Total software – net book value	38,889	40,009

Transferable rights - heritage floor space

Opening values at 1 July		
Gross book value	2,542	–

continued on next page ...

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C1-10 Intangible assets (continued)

\$ '000	2024	2023
Net book value – opening balance	2,542	–
Movements for the year		
– Award of heritage floor space on City-owned property	–	1,038
– Transferred (to)/from assets held for sale at 30 June	–	1,504
Closing values at 30 June		
Gross book value	2,542	2,542
Total Transferable Rights - Heritage Floor Space – net book value	2,542	2,542
Total intangible assets – net book value	41,431	42,551

Material accounting policy information

IT development and software

Amortisation is calculated on a straight line basis over periods generally ranging from three to five years.

Transferable rights - heritage floor space

The heritage floor space scheme provides an incentive for the conservation and ongoing maintenance of heritage items in central Sydney. The scheme provides for owners of eligible heritage listed buildings to be awarded heritage floor space after preparing a conservation management plan and completing agreed conservation works to their building. The awarded heritage floor space can then be sold to a site that requires it as part of an approved development application.

Within central Sydney, it is often a requirement of large scale developments to acquire heritage floor space in order to maximise development capacity on a site.

Following an award of heritage floor space on a Council-owned property, an asset will be recognised at the point the award is registered on Council's heritage floor space register. At recognition, heritage floor space awarded to Council is valued at fair value with reference to the *Heritage Floor Space Update*, published biannually by the Council's Strategic Planning and Urban Design unit (at December and June). Heritage Floor Space rights will subsequently be carried using the Cost approach (i.e. at recognition value). As transferable rights, the assets have an infinite useful life, but may be subject to fluctuations in market value.

C1-11 Other

Other assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Prepayments	10,928	–	9,221	–
Future benefits – shared services relating to Sutherland animal shelter	14	70	14	84
Total other assets	10,942	70	9,235	84

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C2 Leasing activities

C2-1 Council as a lessee

Buildings

Council entered a lease for two floors of a larger commercial building, commencing 28 June 2019, for use as a public library. The initial lease term is 15 years, with escalation of CPI plus 0.5% annually.

Extension options

The lease contains five extension options of 15 years each, plus a further option of 9 years (i.e. total potential extensions of 84 years, following the initial 15 year term). Council has assessed the 15 year first extension option as reasonably certain, and included this option term in lease liability calculations. The further options are currently not considered to be reasonably certain, and have therefore been excluded from lease liability calculations (the present value of future lease payments at 30 June 2024, including all future extension options, is estimated at \$26.4M, excluding the impact of any future CPI increases).

(a) Right of use assets

<i>\$ '000</i>	<i>Building</i>	<i>Total</i>
2024		
Opening balance at 1 July	10,049	10,049
Depreciation charge	(437)	(437)
Lease liability remeasurement	393	393
Balance at 30 June	10,005	10,005
2023		
Opening balance at 1 July	10,961	10,961
Depreciation charge	(386)	(386)
Lease liability remeasurement	(526)	(526)
Balance at 30 June	10,049	10,049

(b) Lease liabilities

<i>\$ '000</i>	<i>2024 Current</i>	<i>2024 Non-current</i>	<i>2023 Current</i>	<i>2023 Non-current</i>
Lease liabilities	320	10,752	300	10,672
Total lease liabilities	320	10,752	300	10,672

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C2-1 Council as a lessee (continued)

Maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

<i>\$ '000</i>	<i>< 1 year</i>	<i>1 – 5 years</i>	<i>> 5 years</i>	<i>Total</i>	<i>Total per Statement of Financial Position</i>
2024					
Cash flows	530	2,147	11,403	14,080	11,072
2023					
Cash flows	508	2,059	11,512	14,079	10,972

(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

<i>\$ '000</i>	<i>2024</i>	<i>2023</i>
Interest on lease liabilities	216	213
Depreciation of right of use assets	437	386
Variable lease payments based on usage not included in the measurement of lease liabilities	642	632
Expenses relating to leases of low-value assets	58	79
Expenses relating to short-term leases	343	48
	1,696	1,358

(d) Statement of Cash Flows

Total cash outflow for leases	509	472
	509	472

(e) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Bridges - stratum
- Business innovation space
- Car park
- Child care centre
- Community room
- Creative studios
- End-of-trip (bicycle) facilities
- Jetty/pontoon facilities
- Parks, open space and community facilities

The leases are generally between 10 and 99 years for nominal rent. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases. Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C2-1 Council as a lessee (continued)

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition. The affected leases are subject to nominal or nil rental expense, and accordingly the associated right of use assets are measured at a nominal or nil value.

C2-2 Council as a lessor

Operating leases

Council leases a number of properties to both commercial tenants and community groups. Those property assets that are held by Council for the purposes of generating rental income and/or capital appreciation are classified as investment property in the statement of financial position. Other property assets generating lease income are held for a range of community and strategic purposes, and income generated through lease arrangements is considered incidental to these longer term strategic aims.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2024	2023
---------	------	------

(i) Assets held as investment property

Council classifies a number of properties as Investment Property under AASB 140, where the assets are primarily held for rental returns and/or capital appreciation over time.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	23,471	20,369
Total income relating to operating leases for investment property assets	23,471	20,369

Operating lease expenses

Direct operating expenses that generated rental income	2,310	3,623
Total expenses relating to operating leases of investment property	2,310	3,623

Repairs and maintenance: investment property

Contractual obligations for future repairs and maintenance	1,254	1,438
Total repairs and maintenance: investment property	1,254	1,438

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C2-2 Council as a lessor (continued)

\$ '000	2024	2023
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(ii) Assets held as property, plant and equipment

Council leases a range of property assets on both commercial and (partially) subsidised terms, including:

- Commercial, retail, industrial and residential property
- Footway and kiosk operator licences
- Stratum leases for airspace and tunnels in the public domain

Lease income (excluding variable lease payments not dependent on an index or rate)	44,991	42,148
Lease income relating to variable lease payments not dependent on an index or a rate	20,023	14,569
Total income relating to operating leases for Council assets	65,014	56,717

Other leased assets expenses

Direct operating expenses for other properties that generated rental income	26,360	27,630
Total expenses relating to other leases assets	26,360	27,630

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	45,525	42,850
1–2 years	34,275	36,923
2–3 years	28,755	33,439
3–4 years	19,988	29,891
4–5 years	17,095	21,480
> 5 years	117,989	130,535
Total undiscounted lease payments to be received	263,627	295,118

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3 Liabilities of Council

C3-1 Payables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Creditors – Goods and services	23,079	–	17,670	–
Accrued employee costs	9,856	–	8,921	–
Accrued interest expense - bonds and deposits	4	–	4	–
Accrued expenditure - other	49,639	–	47,094	–
Performance cash bonds, deposits and retentions	28,037	–	23,363	–
Prepaid rates	4,560	–	4,225	–
Other	3,331	–	6,372	–
Total payables	118,506	–	107,649	–

Payables relating to restricted and allocated assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Externally restricted assets				
Domestic waste management	3,971	–	2,756	–
Payables relating to externally restricted assets	3,971	–	2,756	–
Internally allocated assets				
Performance cash bonds, deposits and retentions	28,037	–	23,363	–
Payables relating to internally allocated assets	28,037	–	23,363	–
Total payables relating to restricted and allocated assets	32,008	–	26,119	–
Total payables relating to unrestricted assets	86,498	–	81,530	–
Total payables	118,506	–	107,649	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	16,538	14,207
Total payables	16,538	14,207

Material accounting policy information

Creditors - Goods and services represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-2 Contract Liabilities

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	86	–	529	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(i)	1,171	–	1,312	–
Heritage conservation fund	(ii)	8,321	66,734	1,941	73,487
Total grants and contributions received in advance:		9,578	66,734	3,782	73,487
User fees and charges received in advance:					
Miscellaneous payments received in advance		27,717	–	19,911	–
Total user fees and charges received in advance		27,717	–	19,911	–
Total contract liabilities		37,295	66,734	23,693	73,487

Notes

(i) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(ii) The liability relates to funds received via the Alternative Heritage Floor Space Allocation Scheme and held in the Heritage Conservation Fund. Strict eligibility criteria for projects, detailed in the scheme, must be met before funds are eligible to be recognised as income. This recognition occurs in line with expenditure on eligible projects.

Contract liabilities relating to restricted and allocated assets

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Externally restricted assets				
Unspent grants held as contract liabilities	1,257	–	4,067	–
Contract liabilities relating to externally restricted assets	1,257	–	4,067	–
Internally allocated assets				
Heritage Conservation Fund	8,320	66,734	1,941	73,487
Contract liabilities relating to internally allocated assets	8,320	66,734	1,941	73,487
Total contract liabilities relating to restricted/allocated assets	9,577	66,734	6,008	73,487
Total contract liabilities relating to unrestricted/unallocated assets	27,718	–	17,685	–
Total contract liabilities	37,295	66,734	23,693	73,487

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-2 Contract Liabilities (continued)

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2024	2023
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	357	1,457
Operating grants (received prior to performance obligation being satisfied)	1,269	1,681
Heritage conservation fund	373	2,520
User fees and charges received in advance:		
Miscellaneous payments received in advance	12,290	23,384
Total revenue recognised that was included in the contract liability balance at the beginning of the period	14,289	29,042

C3-3 Borrowings

Financing arrangements

\$ '000	2024	2023
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	1,500	1,500
Total financing arrangements	1,500	1,500
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	159	24
Total drawn financing arrangements	159	24
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	1,341	1,476
Total undrawn financing arrangements	1,341	1,476

C3-4 Employee benefit provisions

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Annual leave	15,220	–	13,192	–
Sick leave	4,177	–	4,696	–
Long service leave	51,126	2,063	47,690	2,352
Public holidays	344	–	379	–
Total employee benefit provisions	70,867	2,063	65,957	2,352

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-4 Employee benefit provisions (continued)

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	48,160	46,009
	48,160	46,009

Description of and movements in provisions

\$ '000	Employee benefit provisions				Total
	Annual leave	Sick leave	Long service leave	Public holidays	
2024					
At beginning of year	13,192	4,696	50,042	380	68,309
Additional provisions	16,547	612	9,147	–	26,306
Amounts used (payments)	(14,393)	(819)	(6,333)	(36)	(21,581)
Remeasurement effects	–	(312)	332	–	20
Unused amounts reversed	(126)	–	–	–	(126)
Total ELE provisions at end of year	15,220	4,177	53,189	344	72,930
2023					
At beginning of year	12,506	4,808	47,779	328	65,421
Additional provisions	15,539	577	8,216	52	24,384
Amounts used (payments)	(14,001)	(552)	(5,681)	–	(20,234)
Remeasurement effects	–	(137)	(272)	–	(409)
Unused amounts reversed	(852)	–	–	–	(852)
Total ELE provisions at end of year	13,192	4,696	50,042	380	68,309

Material accounting policy information

Long-term employee benefit obligations

The liability for long-service leave and sick leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C3-5 Provisions

\$ '000	2024	2024	2023	2023
	Current	Non-Current	Current	Non-Current
Other provisions				
Self insurance – workers compensation	4,500	18,900	4,500	18,000
Self insurance – public liability	433	139	366	38
Superannuation	–	1,425	–	1,539
Provision for rent waivers (Covid-19)	1,226	–	7,931	–
Other	5,532	–	5,475	–
Sub-total – other provisions	11,691	20,464	18,272	19,578

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-5 Provisions (continued)

\$ '000	2024 Current	2024 Non-Current	2023 Current	2023 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	4,600	–	–	4,600
Sub-total – asset remediation/restoration	4,600	–	–	4,600
Total provisions	16,291	20,464	18,272	24,178
Provisions relating to restricted and allocated assets				
Internally allocated assets				
Self insurance – workers compensation	4,500	18,900	4,500	18,000
Self insurance – public liability	433	138	366	38
Provisions relating to internally allocated assets	4,933	19,038	4,866	18,038
Total provisions relating to restricted/allocated assets	4,933	19,038	4,866	18,038
Total provisions relating to unrestricted/unallocated assets	11,358	1,426	13,406	6,140
Total provisions	16,291	20,464	18,272	24,178

Description of and movements in provisions

\$ '000	Other provisions						Total
	Asset remed- iation	Workers Compens- ation	Public liability	Superannu ation	Rental Waivers	Other	
2024							
At beginning of year	4,600	22,500	404	1,539	7,931	5,474	42,448
Additional provisions	–	6,695	509	–	–	2,100	9,304
Amounts used (payments)	–	(5,215)	(341)	–	(3,022)	(1,663)	(10,241)
Remeasurement effects	–	(580)	–	(114)	–	–	(694)
Unused amounts reversed	–	–	–	–	(3,683)	(380)	(4,063)
Total other provisions at end of year	4,600	23,400	572	1,425	1,226	5,531	36,754
2023							
At beginning of year	4,000	26,300	656	1,817	11,544	2,746	47,063
Additional provisions	600	6,966	291	–	–	3,292	11,149
Amounts used (payments)	–	(5,582)	(168)	–	(3,613)	(564)	(9,927)
Remeasurement effects	–	(5,184)	–	(278)	–	–	(5,462)
Unused amounts reversed	–	–	(375)	–	–	–	(375)
Total other provisions at end of year	4,600	22,500	404	1,539	7,931	5,474	42,448

Nature and purpose of provisions

Public liability and Workers Compensation - self-insurance

Self insurance provisions represent both (i) claims incurred but not reported and (ii) claims reported and estimated as a result of Council's being a self insurer up to certain levels of excess. Council has decided to self-insure for various risks, including public liability, workers compensation and professional indemnity. A provision for self-insurance has been made to

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-5 Provisions (continued)

recognise outstanding claims. Council also maintains cash and investments to meet expected future claims; refer to Note C1-3.

Superannuation

Council records its assets and liabilities in respect of a Pooled Fund comprising closed NSW public sector superannuation schemes. Council's liability (or asset) position at 30 June is advised by the Fund's actuary. An additional disclosure under the Defined Benefit Plans is set out below.

Provision for Rent Waivers

Other provisions incorporate a provision for rental waivers related to Covid-19 impacts on commercial property tenancies. Council applied the *the National Code of Conduct for commercial tenancies*, which was in effect until March 2021, and subsequently extended similar rental relief provisions beyond that time. As waiver eligibility is confirmed, property debts are adjusted, or in cases where tenants do not meet the requirements for rental waivers, the provision will be (partially) reversed to income.

Other

Other provisions include additional rental related provisions, reflecting anticipated credit notes to be issued to tenants in a future accounting period, and minor amounts related to fee incomes and expenditure recoveries.

Asset remediation

Asset remediation, reinstatement and restoration provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations.

Defined Benefit Plans - additional disclosures

A) Multi-Employer Pooled Fund

Council participates in an employer sponsored Defined Benefit Superannuation Scheme that is a multi-employer plan.

a) Funding arrangements, including the method used to determine the rate of contributions and any minimum funding requirements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

**For 180 Point Members, Employers are required to contribute 8.5% of salaries for the year ended 30 June 2024 (increasing to 9.0% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.*

The additional lump sum contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum from 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2023. These lump sum contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation, the next of which is due effective 30 June 2024, and monitored annually between triennials.

b) Extent to which Council may be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-5 Provisions (continued)

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

c) *Description of any agreed allocation of a deficit or surplus on:*

(i) *wind-up of the plan*

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) *entity's withdrawal from the plan*

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

(d) *Further information relating to Council accounting for the pooled employer fund as a defined contribution plan:*

(i) *the fact that the plan is a defined benefit plan.*

Council confirms that the plan is a defined benefit plan.

(ii) *why sufficient information is not available to enable Council to account for the plan as a defined benefit plan.*

(1) Assets are not segregated within the sub-group according to the employees of each sponsoring employer;

(2) The contribution rates have been the same for all sponsoring employers and have not varied for each employer according to the experience relating to the employees of that employer. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;

(3) Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and

(4) The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by the members). As such there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would be for a single employer sponsored defined benefit plan. Paragraph 34 of AASB 119 therefore applies, with the disclosures herein reflecting the requirements of paragraph 148 of AASB 119.

(iii) *the expected contribution to the plan for the next annual reporting period*

The expected contributions by Council to the Fund for the next annual reporting period are \$1.144M.

(iv) *information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.*

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

Defined Benefit reserves only (excluding other accumulation amounts in both assets and liabilities)	\$M	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

The key economic long-term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% p.a.
Salary inflation (plus promotional increases)	3.5% p.a.
Increase in CPI	3.5% for FY 2023/24 2.5% p.a. thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C3-5 Provisions (continued)

reserves financial position above is a preliminary calculation, and once all relevant information have been received by the Fund's Actuary, the final end of year review will be completed by December 2024.

(v) an indication of the level of Council's participation in the plan compared with other participating entities.

Council's participation in the Scheme compared with other entities is about 5.13%, based on the Council's current level of annual past service contributions of \$1.626M against total contributions of \$20.0M. The last valuation of the Fund was performed by Mr Richard Boyfield, FIAA as at 30 June 2023.

B) Defined Benefit Pooled Fund

Council participates in a Pooled Fund comprising closed NSW public sector superannuation schemes.

Nature of the benefits provided by the fund:

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS)

The schemes are all defined benefit schemes with a component of the final benefit being derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement or withdrawal. All the Schemes are closed to new members. Council records its net assets/liabilities in respect of this Pooled Fund in accordance with the requirements of AASB 119 Employee Entitlements (refer to Note C3-5 - Provisions - Superannuation) as the funds assets/liabilities are not material in relation to Council's total assets and liabilities.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of Council-owned infrastructure, property, plant and equipment.

Trust assets reserves

The Trust Assets Reserve represents the total fair value of trust land assets (such as Crown Reserve Trusts and land parcels owned by third parties) that have come under the management control of Council at no acquisition cost and which have subsequently been revalued to fair value. These assets are owned by external entities (including State and Federal Governments) and are effectively controlled by the City as custodians or Reserve Trust manager.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

D Council structure

D1 Financial result and financial position by fund

Council utilises only a general fund for its operations.

D2 Interests in other entities

Council has no interest in any controlled entities, joint arrangements or associates.

D3 Discontinued operations

Council has not classified any of its operations as 'discontinued'.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council. Financial risk management is carried out by Council's Chief Finance Office under policies approved by the Council. Council does not engage in material transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2024	Carrying value 2023	Fair value 2024	Fair value 2023
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	65,735	60,871	65,735	60,871
Receivables	78,431	90,078	78,431	90,078
Investments				
– Debt securities at amortised cost	700,600	669,550	702,288	669,554
Contract assets	16,736	20,146	16,736	20,146
Total financial assets	861,502	840,645	863,190	840,649
Financial liabilities				
Payables	118,506	107,649	118,506	107,649
Lease liabilities	11,072	10,972	11,072	10,972
Total financial liabilities	129,578	118,621	129,578	118,621

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables, lease liabilities** – carrying value is estimated to approximate fair value.
- **Investments measured at amortised cost** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Council's Chief Finance Office manages the cash and investments portfolio.

Council has an investment policy which complies with the Local Government Act 1993 section 625 and Minister's investment order. This policy is regularly reviewed by Council and its staff and a monthly Investment report is provided to Council setting out the make-up and performance of the portfolio as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E1-1 Risks relating to financial instruments held (continued)

- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers from time to time, when considering certain investment opportunities.

(a) Market risk – interest rate and price risk

\$ '000	2024	2023
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	7,641	7,271
Impact of a 10% movement in price of investments		
– Equity / Income Statement ¹	–	–

(1) For the financial years shown, all investments were held at amortised cost, based on Council's investing business model. Accordingly, fluctuations in market value are not expected to have any impact on Net Surplus or Equity; all investments are due to mature at their face value.

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees, rental debtors and future works in kind contributions receivable.

The main risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. There are no significant concentrations of credit risk, other than Council has significant credit risk exposures in its local area given the nature of the business.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

Council makes suitable provision for expected credit losses as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E1-1 Risks relating to financial instruments held (continued)

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	Not yet overdue rates and annual charges			Total
	overdue	< 5 years	≥ 5 years	
2024				
Gross carrying amount	–	8,586	100	8,686
2023				
Gross carrying amount	–	7,518	98	7,616

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due. For the assessment of expected credit losses at 30 June 2024, consideration was given to the ongoing impact of the Covid-19 pandemic on default rates.

The loss allowance provision as at 30 June 2024 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2024						
Gross carrying amount	65,361	13,178	39	1,450	13,282	93,310
Expected loss rate (%)	0.00%	2.29%	6.80%	31.68%	45.66%	7.32%
ECL provision	–	302	3	459	6,065	6,829
2023						
Gross carrying amount	92,252	3,802	100	517	10,671	107,342
Expected loss rate (%)	0.00%	1.44%	2.62%	21.83%	39.21%	4.06%
ECL provision	–	55	3	113	4,184	4,355

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting. Refer to C2-1(b) for lease liabilities.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E1-1 Risks relating to financial instruments held (continued)

\$ '000	<i>Weighted average interest rate</i>	<i>Subject to no maturity</i>	<i>payable in:</i>			<i>Total cash outflows</i>	<i>Actual carrying values</i>
			<i>≤ 1 Year</i>	<i>1 - 5 Years</i>	<i>> 5 Years</i>		
2024							
Payables	0.00%	28,037	90,469	–	–	118,506	118,506
Total financial liabilities		28,037	90,469	–	–	118,506	118,506
2023							
Payables	0.00%	23,363	83,834	–	–	107,197	107,649
Total financial liabilities		23,363	83,834	–	–	107,197	107,649

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

For the comparative period shown, Council measured the following assets at fair value on a non-recurring basis:

- Non-current assets classified as 'held for sale'

Those assets classified as held for sale represent expected sales of property where a financial offer has been accepted and/or settlement is expected within the next 12 months. The assets were transferred from the Operational Land class, having been most recently revalued on a basis consistent with those classes.

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Details of the asset and liability classes measured and recognised by Council at fair value are shown on the following pages.

Recurring fair value measurements

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2024	2023
		2024	2023	2024	2023	2024	2023
Investment property	C1-9						
Investment property portfolio		530,878	509,643	–	–	530,878	509,643
Total investment property		530,878	509,643	–	–	530,878	509,643

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2024	2023	2024	2023	2024	2023
Infrastructure, property, plant and equipment (IPP&E)							
	C1-8						
Plant and equipment		–	–	39,343	41,249	39,343	41,249
Office equipment		–	–	8,686	8,921	8,686	8,921
Furniture and fittings		–	–	5,915	9,251	5,915	9,251
Operational land		1,981,153	2,025,357	136,904	85,331	2,118,057	2,110,688
Community land		–	–	2,912,723	2,921,589	2,912,723	2,921,589
Crown and third party owned land		–	–	3,649,586	3,489,196	3,649,586	3,489,196
Land under roads (post 30/6/2008)		–	–	178,440	165,247	178,440	165,247
Open space		–	–	359,632	323,421	359,632	323,421
Buildings – non specialised		596,068	592,370	1,256,220	1,182,154	1,852,288	1,774,524
Buildings – specialised		–	–	43,393	40,233	43,393	40,233
Other structures – trees		–	–	176,397	149,723	176,397	149,723
Other structures – signs		–	–	27,340	26,875	27,340	26,875
Other structures – poles & lights		–	–	92,554	88,780	92,554	88,780
Roads, bridges, footpaths, kerbs		–	–	1,594,511	1,488,499	1,594,511	1,488,499
Stormwater drainage		–	–	382,383	366,453	382,383	366,453
Heritage collections		–	–	9,816	9,733	9,816	9,733
Library books		–	–	1,601	1,697	1,601	1,697
City art		–	–	61,442	55,977	61,442	55,977
Total IPP&E		2,577,221	2,617,727	10,936,886	10,454,329	13,514,107	13,072,056
Non- recurring fair value measurements							
Non-current assets classified as held for sale							
	C1-7						
Land		192,817	–	–	–	192,817	–
Total NCA's classified as held for sale		192,817	–	–	–	192,817	–

Transfers between level 1 and level 2 fair value hierarchies

No transfers occurred between level 1 and level 2 fair value hierarchies during the year.

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

E2-1 Fair value measurement (continued)

Investment properties

Fair value of investment properties is estimated based on appraisals performed by an independent and professionally qualified property valuer. The valuer applied the Market or Income approach, as appropriate, in valuing the properties.

The **Market approach** was used for residential and commercial properties where the relevant inputs were able to be observed from current market evidence. The residential properties' fair value was derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size.

The value of commercial investment buildings is dependent upon the cash flows generated from those buildings. Accordingly, these were valued using the **Income approach**. Key inputs to valuation included market rental yields and estimates of future demand. Both were based on an analysis of current market rental data but did require the exercise of professional judgement by the valuers.

The commercial buildings have been generally derived using a combination of sales direct comparison approach and capitalisation of income approach. Fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size and taking into account current rental yields, vacancy rates and price per square metre.

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment, Office Equipment, Furniture & Fittings, Library Resources

The Cost Approach is used for these asset classes, based on depreciated original cost representing fair value. The assets are primarily for operational purposes and are not of a nature where valuation increments are likely. Gross value is adjusted by depreciation representing the wear and tear of the assets based on the estimated useful life of the asset. The valuation process is conducted by Council staff.

Buildings (Specialised and Non-Specialised)

Comprehensive valuations of all building assets were undertaken by an external, qualified valuer (APV Valuers and Asset Management in 2020/21). In accordance with the brief provided to APV, valuations are compliant with AASB 13 - Fair Value. Depending upon the unique circumstances of the building asset and other structure, each has been valued using a range of approaches:

- Market approach: applied where there is a principal market which provides observable evidence of the Fair Value of the asset.
- Income approach: utilised for assets where the income generating capability of the asset provides the best estimate of the assets' Fair Value.
- Cost approach: used for assets which are not income-generating and/or for which comparable sales evidence does not exist. These assets, largely within Specialised Buildings, have a particular use for delivery of services (e.g. grandstands, amenities blocks).

The valuations are based on a range of inputs. Some inputs may be gathered at a high level prior to application of inputs at the Asset or Component Level. Inputs to the valuation supported by observable evidence obtained via inspection and market evidence have been classified as Level 2 inputs. These include sales data, market and current rental income data, design and construction costs, average cost of construction, condition and consumption scores for each component as well as the dates of acquisition and decommissioning.

The unobservable inputs (such the relationship between condition and the assessed level of remaining service potential of the depreciable amount required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs. Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect indicative movements in market value and replacement cost. These interim adjustments are based on indicative market value movements in Council's Investment Properties (see above), and Australian Bureau of Statistics (ABS) Producer Price Index 6427017-3020 - Non-residential Building construction New South Wales.

Notes to the Financial Statements

for the year ended 30 June 2024

E2-1 Fair value measurement (continued)

Operational Land

Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer (APV) in 2020/21. Land valuations take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. Depending upon the unique circumstances of each lot, land has been valued using one of the following approaches:

- Direct comparison to sales approach: The most widely used approach. Recent sales of similar properties are utilised as indicative of value, with site-specific characteristics allowed for.
- Value to an Adjoining Owner approach: in limited cases where there is no open market for a parcel, it may hold commercial value to an adjoining land owner. Value is considered to be the difference between the value of the adjacent land parcel with and without the subject parcel being included.
- Nominal Value approach: sites with limited or no commercial utility (standalone or to adjacent owner) were valued at a nominal cost of acquisition (\$1,000).

The Value to an Adjoining Owner and Nominal Value approaches each incorporate unobservable inputs, however the majority of valuations for the class reflect Level 2 (observable) inputs. Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect indicative movements in NSW Valuer General valuations within the Local Government Area.

Community Land (Council-owned)

Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer (Australian Pacific Valuers, APV) in 2020/21. Land valuations take into consideration the characteristics of the land, such as size, zoning, topography, configuration etc. Land parcels were valued by APV in a manner consistent with Operational Land (as described above). Based on the unique circumstances of each lot, one of the following approaches was applied:

- Direct comparison to sales approach
- Hypothetical Development approach
- Value to an Adjoining Owner approach
- Nominal Value approach

The Hypothetical Development, Value to an Adjoining Owner and Nominal Value approaches all incorporate unobservable inputs. A significant unobservable input is a discount (25% reduction) applied to the land values provided by APV, in recognition of the 'restrictions' associated with community land, in particular the lack of ability to sell the land or put it to an alternative purpose. Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect indicative movements in NSW Valuer General valuations within the Local Government Area.

Crown and Third party owned Land (Council-controlled)

Consistent with the Office of Local Government Code of Accounting Practice and Financial Reporting, Crown Reserves under Council's care and control are recognised as assets of the Council. Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer (APV) in 2020/21, with a further adjustment made to 'discount' these valuations (50% reduction) in order to reflect implicit restrictions associated with the land type (specifically, Council's lack of ownership interest and ability to sell the land or put it to an alternative purpose). This discount is an unobservable input, applied to the observable inputs used by the external valuer (consistent with the Operational and Community Land classes). Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect indicative movements in NSW Valuer General valuations within the Local Government Area.

Land Under Roads (post 30/06/2008)

Council utilises the 'englobo' valuation methodology for Land Under Roads, as allowable under the Office of Local Government Code of Accounting Practice and Financial Reporting. The approach utilises the average land valuation rate from the NSW Valuer-General for the Local Government Area, and applies a 90% 'discount' to reflect the 'restrictions' inherent to land under roads (in particular, the difficulty associated with sale or transfer). Following the comprehensive revaluation of Land Under Roads in 2022/23, an annual interim valuation adjustment was made in 2023/24, to reflect indicative movements in NSW Valuer General valuations within the Local Government Area.

Notes to the Financial Statements

for the year ended 30 June 2024

E2-1 Fair value measurement (continued)

Infrastructure – Roads, Bridges, Footpaths, Stormwater Drainage, Signs, Poles & Lights

Fair value of these asset classes is determined on the current replacement cost (CRC) approach, being the amount that would be required to replace the current service capacity of an asset. CRC is determined with reference to current third party asset works contracts and the assessed remaining service potential of the assets. Signs and Poles & Lights were revalued in 2020/21, using updated unit rates, and available condition assessment data. The remaining infrastructure asset classes were revalued in 2021/22. Key data inputs informing valuation calculations – asset quantities, materials and conditions – were compiled by Council staff utilising external consultant reports where available.

Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect indicative movements in CRC. In prior years, interim adjustments were based on annual uplift % applied to major construction service contracts. Pending the commencement of a new major Civil Works contract in 2024/25, no uplift was applied to unit rates within the expiring current contract in 2023/24. Accordingly, ABS indices 6427017-3101 Road and bridge construction New South Wales (Roads Bridges, Footpaths) and 6427017-3109 Other heavy and civil engineering construction Australia (Stormwater Drainage) were utilised as a basis for interim revaluation adjustments in 2023/24. The Signs and Poles & Lights asset classes were not subject to an interim valuation adjustment, pending the outcome of ongoing asset and condition data collection.

Open Space & Recreational Assets

Fair value of these asset classes is determined on the current replacement cost approach substantially based on replacement costs determined with reference to current third party asset replacement contracts. These standard unit rates are a significant unobservable input and reflect an estimate determined by internal staff. An additional estimate relates to the assessed condition of assets, which is used to determine the expected remaining useful life (and accordingly the accumulated depreciation) of assets. Gross replacement cost less accumulated depreciation is considered to reflect fair value. The Open Space asset class was comprehensively revalued on this basis at 30 June 2021. Since the previous comprehensive revaluation, annual interim valuation adjustments have been made, to reflect annual % movements in contractual unit rates for asset construction.

Trees

Fair value of these asset classes is determined on the current replacement cost approach based on replacement costs determined with reference to current third party asset replacement contracts. This incorporates the supply cost, cost of associated base/planting works and establishment costs associated with the initial period after planting. Valuations are undertaken by Council staff. The Trees asset class was comprehensively revalued on this basis at 30 June 2022. Since the previous comprehensive revaluation, annual interim revaluation adjustments have reflected annual % movements in contractual unit rates. Uplift in 2023/24 reflected the commencement of new major tree services contracts, incorporating new unit rates for tree installation and replacement.

Heritage Collections and City Art

Fair value of these asset classes are estimated based on appraisals performed by independent and professionally qualified valuers. These assets are considered to be 'specialised' in nature, and accordingly depreciated replacement cost is utilised as the methodology to determine fair value, consistent with previous revaluations. Replacement cost estimates incorporate unobservable inputs, being an estimated amount that one would expect to pay for the same or similar item in a retail setting from a reputable merchant, or the cost to rebuild/replace with an equivalent asset at the date of valuation. Both asset classes were comprehensively revalued at 30 June 2021. Due to the specialised nature of these assets and their relatively long lives, fair value is not considered to have changed materially from the valuations obtained at the previous comprehensive revaluation.

Non-current assets classified as 'held for sale'

The assets classified as 'held for sale' at 30 June 2024 comprised only Operational Land, based on divestment status at balance date. Valuation techniques for Operational Land are consistent with those described above.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E2-1 Fair value measurement (continued)

Highest and best use

The following non-financial assets of Council are being utilised in a manner that does not generate commercial revenue:

Community based assets

Council undertakes a number of services with the intention of providing community benefits to residents, workers and visitors. These services are based meeting essential community needs and are not of a nature that would be provided in a commercially competitive environment.

Land under the asset class includes Crown land (and other third-party owned land) under Council's care and control as well as Council-owned land that has been classified as community land under the provisions of the Local Government Act 1993. Furthermore, Council has a number of buildings that are applied in delivering community services. The restrictions on the land and the community use of the buildings in delivering community based services is considered to be the 'highest and best use' of those assets to Councils.

Land Under Roads

Land holdings under the Land Under Roads asset class comprise parcels of land acquired by (or dedicated to) Council after 30 June 2008. The englobo methodology applied to valuations is intended to reflect the inherent restriction on land that is used for the purpose of roads. The continued use of this land for the purposes of road, footpath, cycleway and stormwater drainage (as applicable) is considered to be 'highest and best use'.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E3-1 Contingencies

ASSETS/LIABILITIES NOT RECOGNISED

1. Potential benefits to Council/Potential claims from contractual disputes

At balance date, Council is not involved in any legal matters expected to result in either material financial benefit or material financial loss.

2. Self insurance – Workers Compensation

Council has decided, on the basis of proper risk management practices, to carry its own insurance in regard to worker's compensation. A provision for self insurance has been made to recognise outstanding claims, based on actuarial recommendation, the amount of which is detailed in Note C3-5.

As a self-insurer, Council is required to lodge a bank guarantee with the State Insurance Regulatory Authority (SIRA). At 30 June 2024, a bank guarantee for \$23.8M was held by the SIRA.

All other insurance risks, including workers compensation claims above \$600,000 for those received prior to 31 March 2022 and above \$1,000,000 for those received after that date, are covered by external companies. Note that a new insurance cover was contracted from 1 April 2022. The higher excess is reflective of recent market changes.

3. Infringement Notices/Fines

Fines & Penalty Income, resulting from Council issuing Infringement Notices, is followed up and collected by the State Debt Recovery Office. Council's Revenue Recognition policy for such income is to account for it as revenue when the penalty is applied to the extent of expected recovery rates (determined in accordance with past experience).

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid Infringement Notices that are in excess of the accrued revenue recognised in the accounts.

Due to the limited information available on the status and duration of outstanding Notices, Council is unable to reliably determine the full value of outstanding income.

4. Proposed Land Transfers between NSW Government Authorities and Council

Council has previously agreed to proceed with a transfer of public assets from NSW State Government Agencies. Certain parcels of land have transferred to Council by agreement with the relevant NSW State Government agencies in recent financial years, reflected as non-cash contributions income as applicable. The completion of the remaining transfers of assets is subject to the fulfilment of specific conditions. The value of these assets cannot be quantified at this time, as they are subject to assessment of age and condition at the time of transfer.

5. Superannuation – Defined Benefits Schemes

Council makes employer contributions to the defined benefits categories of the Scheme at rates determined by the Scheme's Trustee. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefit, as defined in the Trust Deed, as they accrue.

Council has an ongoing obligation to share in the future rights and liabilities of the Scheme. Favourable or unfavourable variations may arise should the financial requirements of the Scheme differ from the assumptions made by the Scheme's actuary in estimating the accrued benefits liability. Further disclosure relating to defined benefits schemes is shown at Note C3-5.

6. Developer Contributions Plans and Planning Agreements

Council levies infrastructure contributions upon various development across the Council area through the requisite Contributions Plans (Section 7.11, 7.12 and 61) and through Voluntary Planning Agreements (VPAs; Section 7.4).

As part of these Plans and VPAs, Council has received funds which are required to be expended only for the purposes for which they were levied (per the respective plans and VPAs). These Plans also indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or, where a shortfall exists, by the use of Council's General Funds.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

E3-1 Contingencies (continued)

These future expenditures do not yet qualify as liabilities as at Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

Planning Agreements may also make provision for the future delivery of public benefits to Council, and/or dedication as community assets. The delivery of these assets remains contingent upon the developers actioning consent and they are not raised as receivable assets until all contingencies expire.

7. Heritage Floor Space - Council Properties

Changes to the Sydney Development Control Plan (2012) made by Council may result in the award of Heritage Floor Space (HFS) to Council, subject to:

- a) Council, in its capacity as property owner, making application for the award of HFS on an eligible building
- b) That application being assessed by Council, in its capacity as statutory authority, as meeting the relevant criteria to allow award of HFS

During 2022/23 financial year, additional HFS awarded in respect of Council-owned property was registered, as reflected in *Note B2-3 - Other Revenue* and *Note C1-10 - Intangible Assets* comparative year totals. Further awards on Council-owned properties are possible in future periods, subject to the assessment of any applications submitted.

At the time of recognition, valuation of any HFS awarded to Council relies upon on available market evidence of recent sales by holders of HFS to developers.

8. Alternative Heritage Floor Space Allocation Scheme

Under Council's Alternative Heritage Floor Space Allocation Scheme, developers provide a bank guarantee (or security deposit) for an agreed sum, to enable projects to proceed where the requisite Heritage Floor Space (HFS) allocation has yet to be secured. Should the heritage floor space allocation not be secured by the developer at a specific date, the guarantee will be claimed by Council, or a monetary payment made to Council for the equivalent value. Once received, these funds are held as restricted assets, pending subsequent utilisation.

At balance date, performance bonds were held by Council for five development sites (totalling \$12.2M). A partial or full claim on the guarantees may be made at a future date, should the respective developers fail to secure the required HFS. Where the required HFS is secured, the guarantee/s will be returned and no monetary payment by the developer/s will be required. To date, the City has received payment for eighteen developments where HFS was not secured within the requisite timeframe (\$79.2M received to date). Amounts received via the Alternative Heritage Floor Space Allocation Scheme are held as restricted cash in the Heritage Conservation Fund (refer Note C1-3). A corresponding liability amount, reflecting unearned revenue, is held until suitable projects are identified to utilise the Heritage Conservation Fund in the delivery of heritage renewal projects within Central Sydney. \$0.4M of eligible project expenditure was undertaken in 2023/24 financial year, resulting in a Heritage Conservation Fund balance of \$75.1M as at 30 June 2024. A further \$8.3M of eligible restoration project expenditure is budgeted in 2024/25, with additional projects identified over the life of Council's Long Term Financial Plan that will utilise the balance of the Heritage Conservation Fund over the next 10 years.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2024	2023
Compensation:		
Short-term benefits	3,345	3,310
Post-employment benefits	481	447
Total	3,826	3,757

The compensation amounts above relate to non-Councillor Key Management Personnel. Annual expenses related to Lord Mayoral and Councillor fees are shown at Note F1-2 below.

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. payment of rates, access to library or Council swimming pool by KMP) will not be disclosed.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Councillor expenses – Mayoral fee	238	232
Councillors' fees	434	425
Other Councillors' expenses (including Mayor)	247	227
Total	919	884

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

F2 Other relationships

F2-1 Audit fees

<u>\$ '000</u>	<u>2024</u>	<u>2023</u>
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms.

Auditors of the Council - NSW Auditor-General:

Audit and review of financial statements	<u>331</u>	<u>308</u>
Remuneration for audit and other assurance services	<u>331</u>	<u>308</u>
Total Auditor-General remuneration	<u>331</u>	<u>308</u>

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of Operating Result

\$ '000	2024	2023
Net operating result from Income Statement	147,920	183,199
Add / (less) non-cash items:		
Depreciation and amortisation	123,938	121,060
(Gain) / loss on disposal of assets	(17,242)	(3,134)
Non-cash capital grants and contributions	(40,999)	(36,027)
Acquisition of heritage floor space rights (via award)	–	(1,038)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	–	(267)
– Investment property	(12,253)	1,198
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	9,552	(22,784)
Increase / (decrease) in provision for impairment of receivables	2,095	695
(Increase) / decrease of inventories	1	3
(Increase) / decrease of other current assets	(1,856)	(1,230)
(Increase) / decrease of contract asset	(191)	3,414
Increase / (decrease) in payables	5,409	9,505
Increase / (decrease) in other accrued expenses payable	1,578	1,923
Increase / (decrease) in other liabilities	(379)	(3,567)
Increase / (decrease) in contract liabilities	(2,151)	(3,297)
Increase / (decrease) in employee benefit provision	4,621	2,888
Increase / (decrease) in other provisions	(5,695)	(4,235)
Net cash flows from operating activities	214,348	248,306

(b) Non-cash investing and financing activities

Developer contributions 'in kind'	4,017	33,043
Award of heritage floor space	–	1,038
Other dedications and non-cash contributions	36,982	2,984
Total non-cash investing and financing activities	40,999	37,065

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2024	2023
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Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Buildings	33,431	39,923
Infrastructure – Roads, Bridges, Footways, Kerb and Gutter	100,429	34,080
Open Space	5,473	25,997
Plant and equipment	7,877	8,516
Public Art	1,602	2,164
Stormwater Drainage	5,186	8,747
Other	5,979	6,693
Total commitments	159,977	126,120

These expenditures are payable as follows:

Within the next year	115,907	98,357
Later than one year and not later than 5 years	40,729	25,862
Later than 5 years	3,341	1,901
Total payable	159,977	126,120

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G4 Changes from prior year statements

G4-1 Changes in accounting policy

Council made no changes to accounting policies during the current reporting period.

G4-2 Correction of errors

Council made no correction of errors during the current reporting period.

G4-3 Changes in accounting estimates

Council made no changes in accounting estimates during the year.

G5 Statement of developer contributions

G5-1 Summary of developer contributions

	at 30/06/2023				as at 30/06/2024				
	Opening Balance	Contributions Received			Interest earned in year	Expenditure/asset received during year	Internal Borrowing to/(from)	Held as restricted asset ⁶	Cumulative internal borrowings (owed)/repayable
\$ '000		Cash	Non-cash Land	Non-cash Other					
Community facilities	32	2,941	-	-	-	-	(2,941)	32	16,445
Open space	221	10,173	1,737	-	-	(9,077)	(2,833)	221	(34,017)
Stormwater drainage	2	581	-	2,227	-	-	(581)	2,229	21,496
Traffic and transport	157	2,244	584	756	-	(9,183)	6,355	913	(3,924)
Total section 7.11 revenue under plans¹	413	15,939	2,321	2,983	-	(18,260)	-	3,396	-
Section 7.4 planning agreements - public benefits ²	87,940	7,059	-	(1,287)	2,223	(24,276)	-	71,660	
Section 7.12 contributions ³	-	39,545	-	-	-	(39,545)	-	-	
Section 61 contributions ⁴	-	607	-	-	-	(607)	-	-	
Total contributions	88,353	63,149	2,321	1,696	2,223	(82,687)	-	75,056	-
<i>Comprising:</i>									
Cash contribution movement	46,739	64,171			2,223	(66,466)	-	46,668	-
Section 7.11	-	15,939			-	(15,939)	-	-	-
Section 7.4	46,739	8,081			2,223	(10,376)	-	46,668	
Section 7.12	-	39,545			-	(39,545)	-	-	
Section 61	-	607			-	(607)	-	-	
Contribution receivable movement	41,614	(1,022)	2,321	1,696		(16,221)	-	28,388	
Section 7.11	413	-	2,321	2,983		(2,321)	-	3,396	
Section 7.4 ⁵	41,201	(1,022)	-	(1,287)		(13,900)	-	24,992	
Total contributions	88,353	63,149	2,321	1,696	2,223	(82,687)	-	75,056	-

¹ Section 7.11 of the *Environmental Planning and Assessment Act 1979*. City of Sydney operates one section 7.11 contributions plan (the *City of Sydney Development Contributions Plan 2015*). Under this plan, Council levies contributions towards provision or improvement of amenities or services infrastructure associated with development. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

² Section 7.4 of the *Environmental Planning and Assessment Act 1979*.

³ Section 7.12 of the *Environmental Planning and Assessment Act 1979*. City of Sydney operates one section 7.12 plan (*Central Sydney Development Contributions Plan 2020*).

⁴ Section 61 of the *City of Sydney Act 1988*. Residual contributions are received for the *Central Sydney Development Contributions Plan 2013* - this plan was superseded by the section 7.12 plan.

⁵ Negative amounts shown for Contributions Received reflect bank guarantees for receivable contributions being drawn down and converted to monetary contributions during the year.

⁶ Restricted assets comprise unspent cash contributions and works-in-kind/cash contributions receivable that have been secured by bank guarantee/security deposit.

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G5 Statement of developer contributions

G5–2 Voluntary Planning Agreements

Planning agreements (also commonly referred to as VPAs) are voluntary agreements entered into by Council and a developer to deliver public benefits. These may include the dedication of land to Council, monetary contributions, public infrastructure, community facilities, affordable housing, other material public benefit/s or any combination of these. VPA documents detail the purpose for which monetary contributions are to be utilised. Council monitors receipts and expenditure by purpose, and any funds yet to be expended on nominated works are held as restricted assets.

Summary of VPA monetary contribution expenditure

\$ '000	2024	2023
Monetary contributions expended during year – by purpose		
Business innovation space - fitout works	5,600	1,700
New greenway and public park works, Rosebery	2,192	1,800
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	1,350	3,789
Public Domain Enhancement in Bridge/Loftus St	1,000	100
Broadway Gateways	170	-
Harbour Walk Public Art Program	50	-
Public Domain Enhancement in vicinity of Ralph St Alexandria	14	-
Rosebery area works	-	361
	10,376	7,750

Total expenditure - VPA monetary contributions

Summary of Unspent VPA monetary contributions

\$ '000	2024	2023
Unspent Monetary Contributions (held as restricted cash) – by purpose (as described in the VPA):		
City North public domain masterplan (including public domain in Bridge/Loftus St vicinity)	14,530	14,838
Business innovation space (George St) - fitout works and future operating costs	7,912	13,135
Upgrade of Intersection - Epsom and Link Roads Zetland	7,485	-
Chippendale community facility(s)	4,237	4,035
CBD Laneways (Dalley & Underwood) and surrounding public domain	3,457	3,292
Public domain works - Sydney University to Redfern Station	2,939	2,799
Macquarie Place upgrade	1,471	1,401
New roads infrastructure in the Ashmore precinct, Erskineville	1,291	1,229
Harbour Walk public art program	1,269	1,259
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	1,264	1,614
Stormwater works - Rushcutters Bay catchment	534	508
Community infrastructure	280	267
New greenway and public park works - Rosebery	-	2,192
Broadway Gateways	-	170
	46,668	46,739

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2024

G6 Statement of performance measures

G6-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2024	Indicator 2024	Indicators 2023 2022		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	3,348	0.45%	4.78%	(4.84)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	747,242				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	730,735	84.47%	79.83%	86.47%	> 60.00%
Total continuing operating revenue ¹	865,081				
3. Unrestricted current ratio					
Current assets less all external restrictions ³	852,863	4.92x	4.28x	4.17x	> 1.50x
Current liabilities less specific purpose liabilities ⁴	173,353				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation	127,502	250.50x	328.85x	177.84x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	509				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	9,063	2.23%	2.00%	1.96%	< 5.00%
Rates and annual charges collectable	406,090				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	610,735	10.93	12.04	12.48	> 3.00
Monthly payments from cash flow of operating and financing activities	55,891	months	months	months	months

Supplementary ratios for Operating Performance (adjusted for non-recurrent income and expense items) and Current Ratio (adjusted for external restrictions and internal allocations) are included at Note H1-1.

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

(3) Refer Notes C1-1 to C1-7 and C1-11.

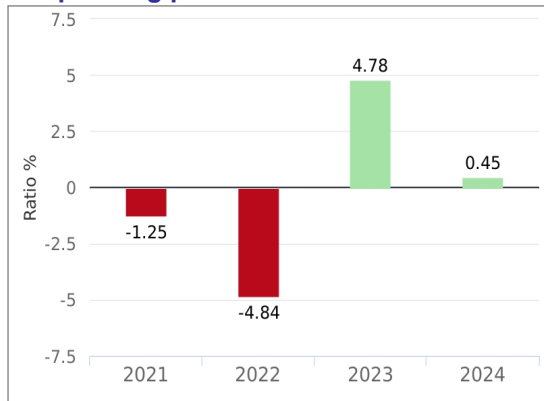
(4) Refer to Notes C2-1 and C3-1 to C3-5.

END OF AUDITED FINANCIAL STATEMENTS (Additional (non-audited) disclosure included at H1-1)

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue, calculated in accordance with OLG Code of Accounting Practice and Financial Reporting guidance.

Commentary on 2023/24 result

2023/24 ratio 0.45%

Ratio result slightly above benchmark. Impacted in 2023/24 due to a significant lift in project costs, associated with the delivery of the City's capital works program but not adding to the enduring benefit of the asset, being classified as operating costs. Projects included large scale public domain works in the CBD and works associated with the delivery of the Green Square Urban Renewal area. If the ratio is adjusted for the large 'one off' capital project related costs the ratio is comfortably above the benchmark

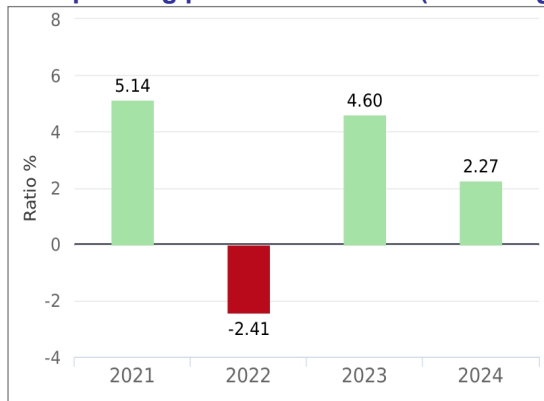
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

1a. Operating performance ratio (excluding non-recurrent income and expense items)



Purpose of 1a. operating performance ratio (excluding non-recurrent income)

This ratio measures Council's achievement of containing operating expenditure within operating revenue, adjusted for material non-recurrent items of income and expenditure in order to reflect underlying operating performance.

Commentary on 2023/24 result

2023/24 ratio 2.27%

Ratio result comfortably exceeded benchmark levels. The alternative ratio result differs from the default Operating Performance ratio for 2023/24 (see ratio 1 above), with operating expense adjustments for a one-off land tax cost and one-off expenses arising from capital construction projects. Above-benchmark performance reflects an improved operating result in 2023/24, driven by a continued improvement in operating and interest income and contained expenditure increases.

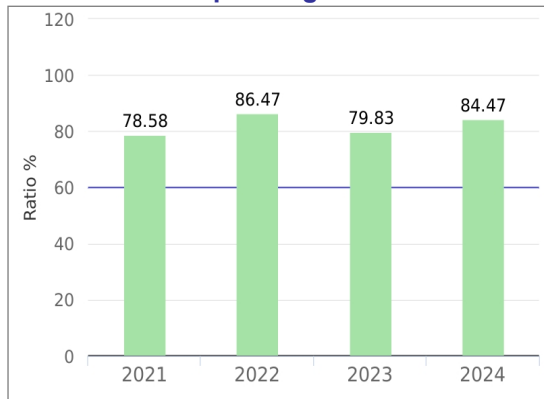
Benchmark: — > 0.00%

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2023/24 result

2023/24 ratio 84.47%

Results reflect a continued high level of own source revenue and perform well above the benchmark. Underlying operating revenues remain largely consistent with (or higher) . However, a decrease in capital income received via developer contributions for 2023/24 relative to 2022/23 meant that 'Own Source' revenue increased as a proportion of Continuing Operating Revenue, compared with the prior year

Benchmark: — > 60.00%

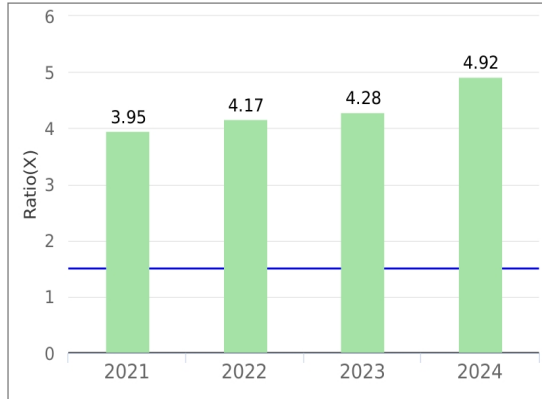
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2023/24 result

2023/24 ratio 4.92x

Council significantly exceeds the ratio benchmark, indicating that short term financial obligations can be met comfortably as they fall due, after excluding externally restricted assets. The anticipated sale of a number of Council operating land and building assets in the next 12 months has resulted in the movement of a significant amount from non current assets to current assets. This has further improved the result for 2023/24 relative to prior years.

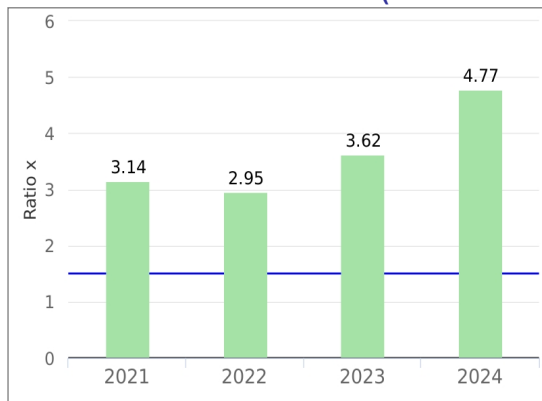
Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3a. Unrestricted current ratio (less internal and external restrictions)



Purpose of 3a. unrestricted current ratio (less internal and external restrictions)

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council, taking into consideration amounts restricted internally by Council.

Commentary on 2023/24 result

2023/24 ratio 4.77x

Incorporating an additional layer of restrictions as endorsed by Council the ratio result indicates that Council is comfortably able to meet its short term financial obligations as they fall due after excluding all external and internal restrictions are excluded. Performance trends substantially reflect ratio 3 above.

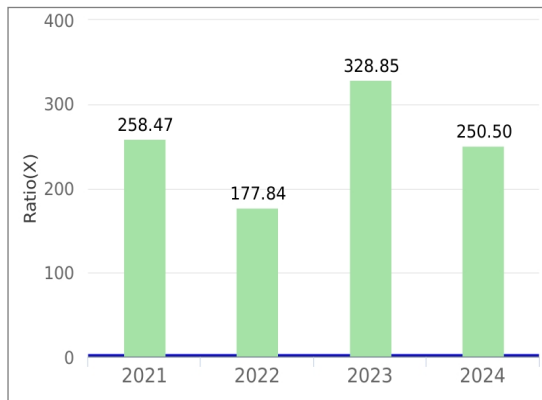
Benchmark: — > 1.50x

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2023/24 result

2023/24 ratio 250.50x

Council has remained debt-free for more than 20 years. The ratio result since 2019/20 reflects the implicit interest recognised in relation to a property lease, recognised in accordance with accounting standard AASB 16. The substantially above-benchmark result reflects the immaterial scale of this notional interest expense.

Benchmark: — > 2.00x

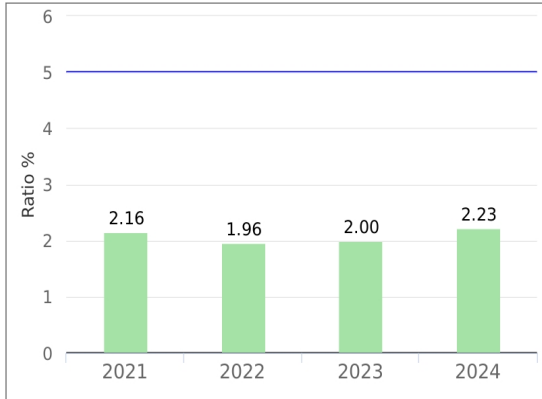
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2023/24 result

2023/24 ratio 2.23%

The ratio remains well below the maximum OLG benchmark of 5% for metropolitan councils. Despite the lingering financial pressures associated with the Covid-19 pandemic affecting the capacity of some ratepayers to meet instalment payments, Council has maintained outstanding rates and annual charges balances at a level favourable to benchmark.

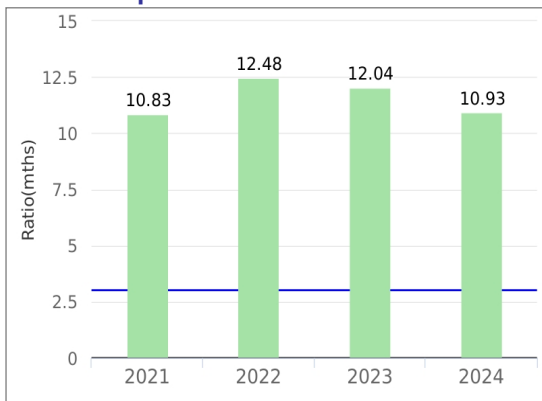
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2023/24 result

2023/24 ratio 10.93 months

Council's conservative approach to financial investments, focusing on shorter term investing and limited Floating Rate Note (FRN) investments being offered to the market has resulted in a greater proportion of Council's investments being held in term deposits, which improves this ratio result. Investment holdings largely stabilised in 2023/24 however monthly expenditure increased by approximately 14% moderating the result of this ratio. This expenditure was reflected in higher operational and capital works expenditure in 2023/24.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying financial statements of Council of the City of Sydney (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements, Special Schedules, Understanding Council's Financial Statements and Additional Council disclosures (unaudited).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2024
SYDNEY



Clover Moore
Lord Mayor
Council of the City of Sydney
Town Hall House
Level 2, 456 Kent Street
SYDNEY NSW 2000

Contact: Karen Taylor
Phone no: 02 9275 7311
Our ref: [R008-2124742775-6554](#)

29 October 2024

Dear Lord Mayor

Report on the Conduct of the Audit for the year ended 30 June 2024 Council of the City of Sydney

I have audited the general purpose financial statements (GPFS) of the Council of the City of Sydney (the Council) for the year ended 30 June 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2024	2023	Variance
	\$m	\$m	%
Rates and annual charges revenue	397.6	386.8	↑ 2.8
Grants and contributions revenue	134.3	171.9	↓ 21.8
Operating result from continuing operations	147.9	183.2	↓ 19.3
Net operating result before capital grants and contributions	30.1	34.7	↓ 13.2

Rates and annual charges revenue (\$397.6 million) increased by \$10.8 million (2.8 per cent) in 2023–24 due to rate increase of 3.8 per cent.

Grants and contributions revenue (\$134.3 million) decreased by \$37.5 million (21.8 per cent) in 2023–24 due to:

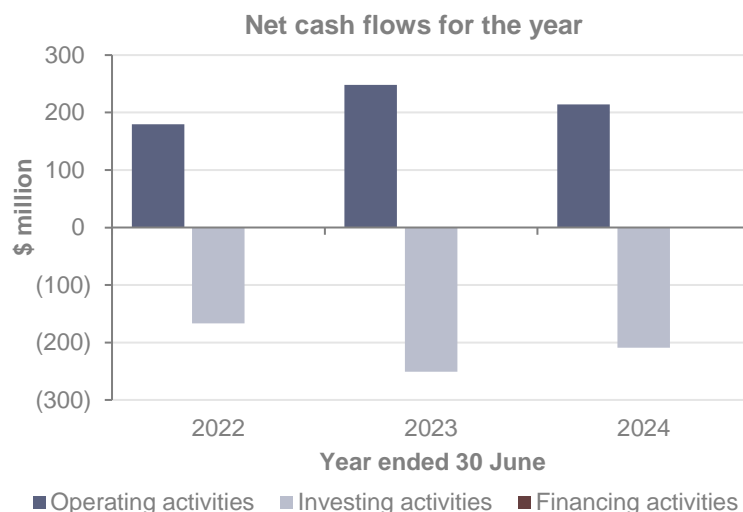
- decrease of \$56.9 million of developer contributions recognised during the year
- increase of \$34.0 million of land dedications
- decrease of \$8.9 million of grants recognised received for other roads and bridges funding
- receiving 85 per cent of the financial assistance grants for 2024–25 in advance (almost 100 per cent in 2022–23).

Council’s operating result from continuing operations (\$147.9 million including depreciation, amortisation and impairment expense of \$123.9 million) was \$35.3 million lower than the 2022–23 result. This was mainly driven by less grants and contributions revenue.

The net operating result before capital grants and contributions (\$30.1 million) was \$4.6 million lower than the 2022–23 result.

STATEMENT OF CASH FLOWS

Cash balances increase by \$4.9 million. Net cash flows from operating activities decreased due to lower grants and contributions. Net cash flows from investing cash flows reduced as last year included acquisition of an investment property.



FINANCIAL POSITION

Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	766.3	730.4	Externally restricted balances comprise mainly of developer contributions and domestic waste management.
Restricted and allocated cash, cash equivalents and investments:			Balances are deemed internal allocations due to Council policy or decisions for forward plans including capital works program.
• external restrictions	89.1	90.8	
• internal allocations	238.4	235.5	

PERFORMANCE

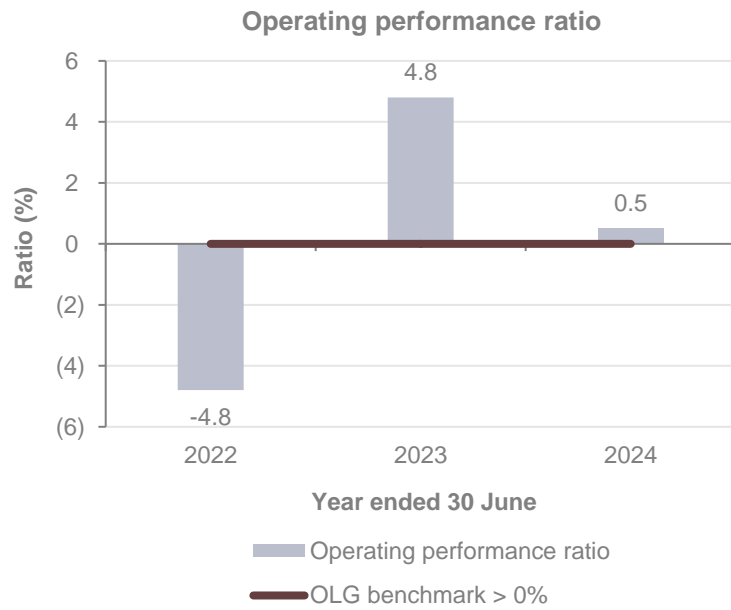
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

Operating performance ratio

Council met the benchmark for the current financial year. Pressure on the ratio due to increased operating costs to deliver capital works program coupled with decrease in operating grants and contributions.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

Council continued to exceed the benchmark for the current financial year.

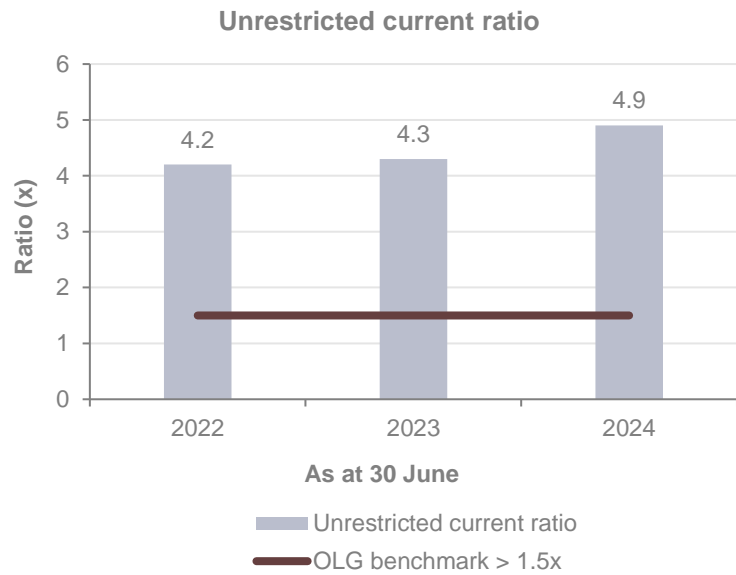
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

Council continued to exceed the benchmark for the current financial year.

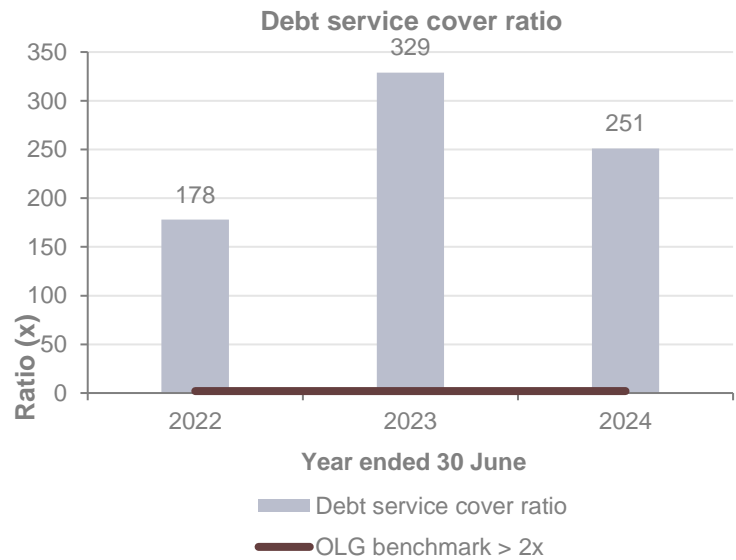
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

Council continued to exceed the benchmark for the current financial year, reflecting nil borrowings.

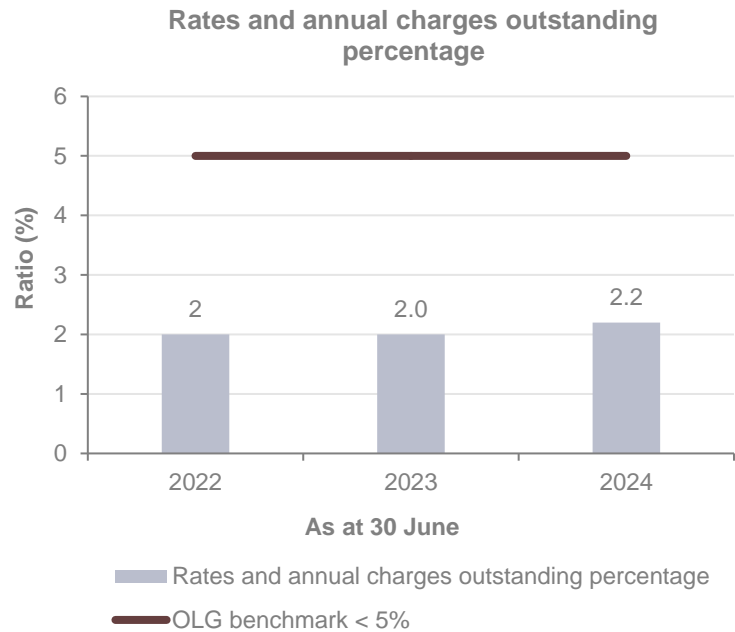
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

Council continued to meet the benchmark for the current financial year.

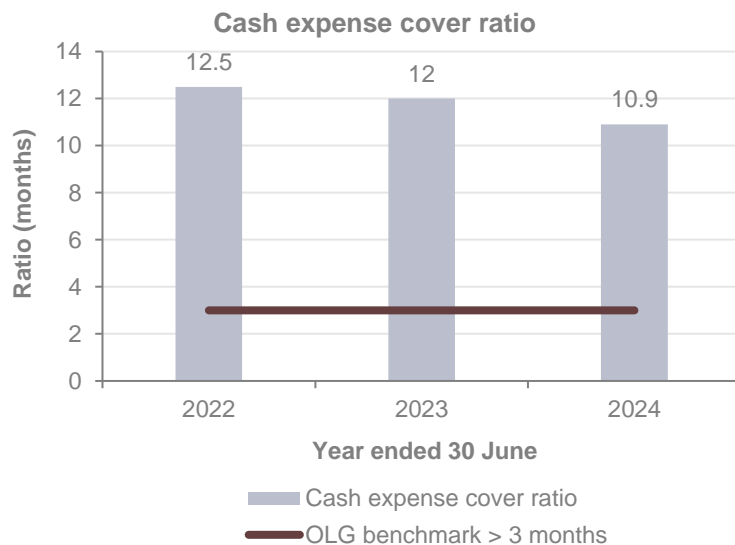
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



Cash expense cover ratio

Council continued to exceed the benchmark for the current financial year.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council renewed \$86.0 million of infrastructure, property, plant and equipment during the 2023–24 financial year (\$68.1 million in 2022–23). This was mainly spent on roads, open space/recreational assets and buildings. A further \$160.8 million of new assets were acquired (\$99.0 million in 2022–23).

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Karen Taylor
Delegate of the Auditor-General for New South Wales



Special Purpose Financial Statements

Annual Report
2023/24

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

CITY OF SYDNEY 

Council of the City of Sydney

Special Purpose Financial Statements

for the year ended 30 June 2024

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Statement by Councillors and Management	3
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Income Statement of Parking Stations	4
Statement of Financial Position of Parking Stations	5
Note – Material accounting policy information	6
Auditor's Report on Special Purpose Financial Statements	8

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Council of the City of Sydney

Special Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government *Code of Accounting Practice and Financial Reporting*,

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 October 2024.



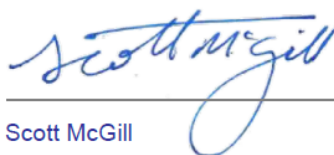
Clover Moore
Lord Mayor
28 October 2024



Robert Kok
Councillor
28 October 2024



Monica Barone
Chief Executive Officer
28 October 2024



Scott McGill
Responsible Accounting Officer
28 October 2024

Council of the City of Sydney

Income Statement of Parking Stations

for the year ended 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
Income from continuing operations		
User charges	10,695	10,137
Other income	17	18
Total income from continuing operations	10,712	10,155
Expenses from continuing operations		
Employee benefits and on-costs	221	194
Materials and services	1,925	1,931
Depreciation, amortisation and impairment	1,169	1,132
Calculated taxation equivalents	126	130
Other expenses	3,747	1,278
Total expenses from continuing operations	7,188	4,665
Surplus (deficit) from continuing operations before capital amounts	3,524	5,490
Surplus (deficit) from continuing operations after capital amounts	3,524	5,490
Surplus (deficit) from all operations before tax	3,524	5,490
Less: corporate taxation equivalent (25%) [based on result before capital]	(881)	(1,373)
Surplus (deficit) after tax	2,643	4,117
Plus accumulated surplus	108,074	102,454
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	126	130
– Corporate taxation equivalent	881	1,373
Closing accumulated surplus	111,724	108,074
Return on capital %	3.1%	5.0%

Council of the City of Sydney

Statement of Financial Position of Parking Stations

as at 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
ASSETS		
Current assets		
Receivables	210	137
Other	2	–
Total current assets	212	137
Non-current assets		
Infrastructure, property, plant and equipment	114,902	108,887
Inter-Entity Debtor	107,036	100,240
Total non-current assets	221,938	209,127
Total assets	222,150	209,264
LIABILITIES		
Current liabilities		
Payables	690	744
Employee benefit provisions	71	65
Provision other	2,100	–
Total current liabilities	2,861	809
Non-current liabilities		
Employee benefit provisions	20	19
Total non-current liabilities	20	19
Total liabilities	2,881	828
Net assets	219,269	208,436
EQUITY		
Accumulated surplus	111,724	108,074
Revaluation reserves	107,545	100,362
Total equity	219,269	208,436

Council of the City of Sydney

Material accounting policy information

for the year ended 30 June 2024

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2022 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1 - business activities with gross operating turnover more than \$2 million

Parking Stations - Operation of the Goulburn Street and Kings Cross Parking Stations

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25%** (LY 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

Council of the City of Sydney

Material accounting policy information

for the year ended 30 June 2024

Note – Material accounting policy information (continued)

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (LY 25%)

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to Council as the ‘owner’ of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face ‘true’ commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council’s borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses ‘would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field’.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council’s business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.30% at 30/6/24.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

END OF AUDITED FINANCIAL STATEMENTS



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Council of the City of Sydney's (the Council) Declared Business Activity, Parking Stations, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2024, the Statement of Financial Position of the Declared Business Activity as at 30 June 2024 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2024, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically

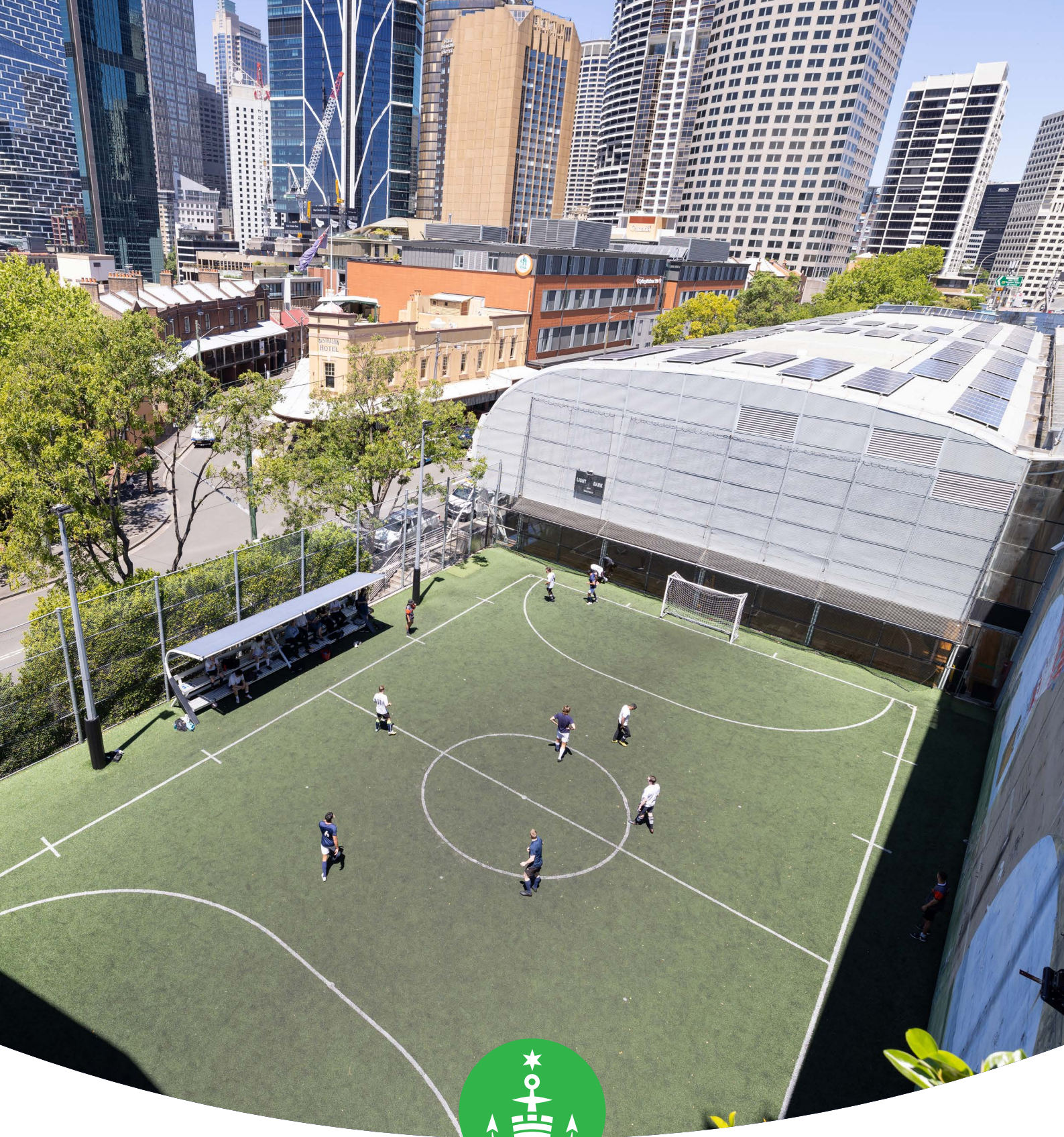
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2024

SYDNEY



Special Schedules

Annual Report
2023/24

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

CITY OF SYDNEY 

Council of the City of Sydney

Special Schedules

for the year ended 30 June 2024

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Council of the City of Sydney

Permissible income for general rates

\$ '000	Notes	Calculation 2023/24	Calculation 2024/25
Notional general income calculation ¹			
Last year notional general income yield	a	326,477	340,889
Plus or minus adjustments ²	b	1,217	(1,390)
Notional general income	c = a + b	327,694	339,499
Permissible income calculation			
Percentage increase	d	3.83%	5.10%
Plus percentage increase amount ³	e = d x c	12,551	17,314
Sub-total	f = (c + e)	340,245	356,813
Plus (or minus) last year's carry forward total	g	679	35
Sub-total	h=g	679	35
Total permissible income	i= (f + h)	340,924	356,848
Less notional general income yield	j	340,889	357,082
Plus one-off catch-up of previous years' shortfall	k	-	234
Catch-up or (excess) result	l = (i - j + k)	35	-
Carry forward to next year ⁴		35	-

The Council has the accumulated balance of \$446,008 from the previous year shortfall in the general income. This can be used as a one-off catch-up in the future years under section 511 of the Local Government Act 1993.

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Council of the City of Sydney

To the Councillors of Council of the City of Sydney

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Council of the City of Sydney (the Council) for the year ending 30 June 2025.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2024.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Karen Taylor
Delegate of the Auditor-General for New South Wales

29 October 2024
SYDNEY

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost		2023/24 Required maintenance ^c	2023/24 Actual maintenance ^c	Net carrying amount ^d	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
		Estimated cost to bring assets to satisfactory standard ^a	to bring to the agreed level of service set by Council ^b					1	2	3	4	5	
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000						
Buildings	Buildings – non-specialised	25,138	40,790	49,152	46,890	1,852,288	2,497,310	6.8%	50.8%	35.5%	4.9%	2.1%	
	Buildings – specialised ^e	6,779	7,719	2,932	3,117	43,393	71,455	12.5%	36.5%	19.6%	5.2%	26.2%	
	Sub-total	31,917	48,509	52,084	50,007	1,895,681	2,568,765	6.9%	50.4%	35.0%	4.9%	2.8%	
Roads	Sealed roads – surface	5,521	4,592	3,598	4,676	168,484	289,836	9.6%	58.1%	27.6%	4.3%	0.5%	
	Sealed roads – structure	2,446	2,446	194	252	629,047	730,043	39.8%	42.4%	14.7%	2.1%	0.9%	
	Bridges	1,090	480	1,376	1,788	73,514	104,136	34.8%	39.9%	23.8%	1.6%	0.0%	
	Footpaths	12,394	4,960	5,489	7,135	468,101	792,444	20.1%	37.5%	40.6%	1.8%	0.0%	
	Kerb and gutter	10,418	9,960	162	210	200,725	452,777	7.0%	42.4%	43.2%	7.0%	0.4%	
	Other road infrastructure assets ^f	1,665	1,351	107	139	54,640	93,469	20.2%	55.8%	18.8%	0.9%	4.3%	
	Sub-total	33,534	23,789	10,926	14,200	1,594,511	2,462,705	22.9%	43.1%	30.3%	3.1%	0.6%	
Stormwater drainage	Stormwater drainage	5,401	5,401	3,138	1,701	382,383	549,168	24.1%	63.5%	8.5%	2.5%	1.4%	
	Sub-total	5,401	5,401	3,138	1,701	382,383	549,168	24.1%	63.5%	8.5%	2.5%	1.4%	
Open space / recreational assets	Open Space Assets	19,539	36,179	22,215	23,036	359,631	871,271	11.7%	20.4%	59.1%	7.5%	1.4%	
	Sub-total	19,539	36,179	22,215	23,036	359,632	871,271	11.7%	20.4%	59.1%	7.5%	1.3%	
Total – all assets		90,391	113,878	88,363	88,944	4,232,207	6,451,909	15.1%	44.6%	34.2%	4.4%	1.7%	

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2024 (continued)

Notes:

a **Estimated Cost to Bring To Satisfactory Standard** per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost (and asset condition) assessments remain highly subjective, as in previous years

b **Estimated Cost to Bring to the Agreed Level of Service Set by Council** reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) are detailed in Council's Asset Management Strategy, and reflect the strategy of maximising the consumption of assets' service potential before renewal works are undertaken.

c Maintenance costs, per Office of Local Government Requirements, include both maintenance and (appropriate) operational costs
Required maintenance reflects amounts identified within Asset Management Plans for the respective classes, and equivalent expenditure types are included within the 'Actual' column.

d Carrying Value reflects the asset value by class, per Note C1-8 of the General Purpose Financial Statements.

e The proportion of Specialised Buildings assessed as condition 5 is distorted by the inclusion of the Sydney Park Brick Kilns, assessed to be in a "poor" condition. This asset represents a disproportionate share of the small 'Specialised Buildings' class.

f 'Other' infrastructure includes street furniture and traffic facilities (e.g. traffic islands, median strips, thresholds)

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2024

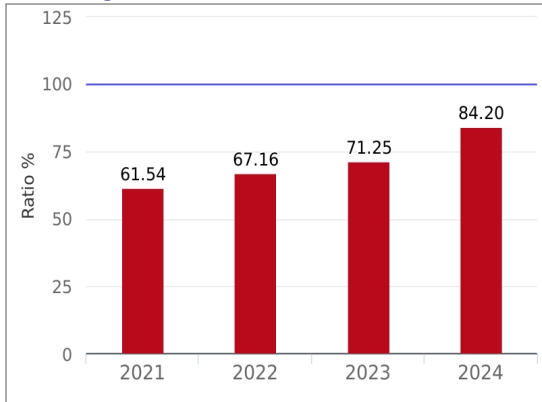
Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2024	Indicator 2024	Indicators		Benchmark
			2023	2022	
1. Buildings and infrastructure renewals ratio					
Asset renewals ¹	79,640	84.20%	71.25%	67.16%	> 100.00%
Depreciation, amortisation and impairment	94,589				
1a. Buildings and infrastructure renewals ratio (alternate) ¹					
Asset renewals	79,640	103.97%	88.00%	75.45%	> 100.00%
Required asset renewal (per adopted asset management strategy)	76,600				
2. Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	90,391	2.03%	1.93%	2.00%	< 2.00%
Net carrying amount of infrastructure assets	4,447,975				
3. Asset maintenance ratio					
Actual asset maintenance	88,944	100.66%	104.33%	97.24%	> 100.00%
Required asset maintenance	88,363				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	113,878	1.77%	1.82%	1.74%	
Gross replacement cost	6,451,909				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

1. Buildings and infrastructure renewals ratio



Purpose of buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on 2023/24 result

2023/24 ratio 84.20%

Ratio performance continued an improving trend in 2023/24, with asset renewal delivery rates increasing compared to prior years. Required asset revaluations continue to result in increasing depreciation, which has seen year on year increases in the ratio denominator of 5-10% for the years shown.

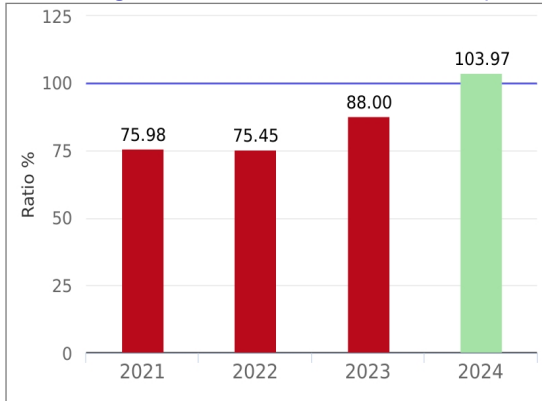
Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

1a. Buildings and infrastructure renewals ratio (alternate)



Purpose of 1a. buildings and infrastructure renewals ratio (alternate)

To assess the rate at which these assets are being renewed relative to the required level of renewal identified in Council's Asset Management Plan.

Commentary on 2023/24 result

2023/24 ratio 103.97%

The alternate required renewal levels reflect projections included in the Asset Management Plan (part of the Resourcing Strategy). On this enhanced indicator, Council's renewal expenditure exceeded the annual 'required' level for 2023/24. Performance trends for the alternative ratio reflect ratio 1 above, as a result of improved capital renewal works delivery over time.

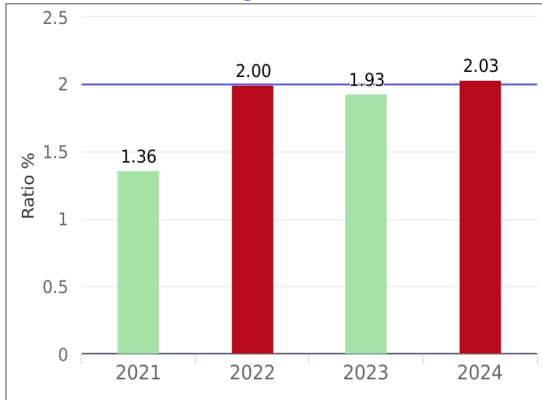
Benchmark: — > 100.00%

Source of benchmark:

Ratio achieves benchmark

Ratio is outside benchmark

2. Infrastructure backlog ratio



Purpose of infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on 2023/24 result

2023/24 ratio 2.03%

Ratio performance declined slightly, largely reflecting cost pressures on estimated renewal costs, but remains within a reasonable margin of the benchmark level. Improvements to asset condition data are ongoing. Effective utilisation of asset service potential remains a priority and renewal works are targeted to maximise asset life. Note that the carrying value of assets (denominator) includes capital work in progress.

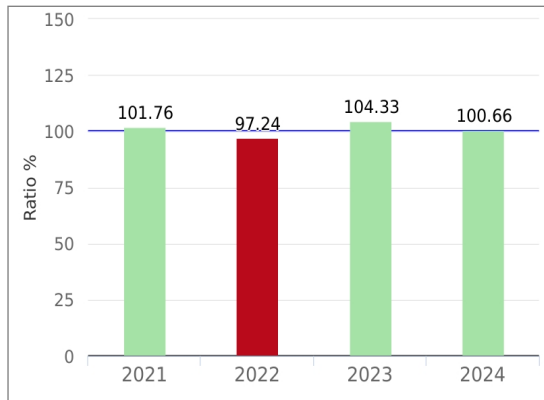
Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Asset maintenance ratio



Purpose of asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on 2023/24 result

2023/24 ratio	100.66%
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Council's performance ratio result is slightly ahead of benchmark. A ratio result consistently and significantly in excess of 100% would represent potential over-servicing of assets. While still meeting the benchmark target, the marginal decline in ration performance for 2023/24 is consistent with improved renewal performance.

Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

4. Cost to bring assets to agreed service level



Purpose of cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on 2023/24 result

2023/24 ratio	1.77%
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Council has met the benchmark for this ratio for all years shown. This ratio is considered to be more reflective of Council's infrastructure 'backlog', particularly due to the use of gross replacement cost in calculation. Ratio performance remains largely stable. Agreed service levels reflect appropriate minimum asset condition intervention points determined by Council's asset managers.

Attachment B

**Annual Report
Delivery Program 2022-2026
Progress Report for 2023/24**



Delivery Program 2022–2026 Progress Report

Annual Report
2023/24

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

CITY OF SYDNEY 

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

Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030 - 2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal cultures have endured and are now globally recognised as one of the world's oldest living cultures. Aboriginal people have shown and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani / Barrabugu (Yesterday / tomorrow), a free guide to Sydney's Aboriginal histories.



Image 1. Members of the local Redfern community at the May 2024 launch of 119 Redfern Street, a new Aboriginal and Torres Strait Islander knowledge and culture centre. Photo by Joseph Mayers / City of Sydney

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 As part of the Eora journey project we committed to fund and install seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living cultures of Aboriginal and Torres Strait Islander people.
- 2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 We adopted the 10-year Eora journey economic development plan.
- 2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananuralla and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.

Message from the Lord Mayor

To be added

A handwritten signature in black ink that reads "Clover Moore." The signature is written in a cursive style with a horizontal line underneath the name.

Lord Mayor
Clover Moore

Message from the CEO

Our focus is continually about delivering the best service to our community that we can. Increasingly our community is interacting with us through digital channels. This year we launched City Connect, the City's new on-line service platform to improve the communities' interactions with us. This new service includes 84 smart digital forms that community members can use to request services on-line, stay informed on their requests and view dashboards where registered community members can view their rates, payments, permits and interactions.

This year 66% of contacts and requests were received through digital channels, an increase from 63% in the previous year and up from 57% 2 years ago. The number of requests for service from our community was up 7% this year to 197,882. This year we improved our response rate with 87% of service requests completed within agreed service levels compared 83% the previous year.

It's also encouraging to see visitors at our aquatic and leisure centres have increased the past year reaching 1.99 million, an 11.1% increase from the previous year. Perry Park Recreation Centre averaged a full-year occupancy of 88%, with an average of 106 teams participating each week – an increase of 19 teams from last year. We held an inaugural Open Day, which attracted over 300 adults and 200 children, and a Mardi Gras Volleyball Tournament, with more than 250 players.

Other community programs highlights for the year include:

- Meals on Wheels increase of 9% to 44,475 meals over the last year
- 298,470 people attending programs enhancing social inclusion, connection and participation
- 18% growth in attendance across our library network

- 8% increase in passenger trips delivered by the community transport service, a total of 8,782 trips.

Domestic violence unfortunately has deepening impact on our community.

Our staff coordinated 4 inner city domestic and family violence forums. A total of 195 professionals attended, supported by Domestic Violence NSW, Full Stop Australia, the Centre for Women's Economic Safety, NSW Police, Department of Home Affairs, Mudgin-Gal Aboriginal Corporation, Re-Love, Wirringa Baiya Aboriginal Women's Legal Centre, St Vincent's Hospital Sydney, and GambleAware, NSW Aboriginal Women's Advisory Network and ACON.

The management and overall reduction of waste is a key objective of our council. This year City staff delivered 483 waste avoidance activities to 4,830 residents and visitors in the city. This included 4 clothes swaps where 537 people attended and swapped 670 kilograms of clothing, 4 sewing workshops where 80 people learnt simple mending skills to extend the wearable life of their clothing, 49 pop-up info stalls across 23 locations where over 2,000 people engaged with staff about waste-wise shopping, reusable coffee cups, sustainable gifting and how to recycle tricky items such as electronics and clothing.

The City hosted 4 "Recycle It Saturday" events this year, in partnership with Waverley and Woollahra Councils, attended by 3,307 people, with 71.47 tonnes of materials redistributed for reuse and recycling. Beginning this year, residents can now also drop-off blister packs, bicycles and scooters at these events.

The total amount of residential waste collected per capita this year is the lowest it has been since 2018/19 and as a result we reached our 2030 target of 15 per cent through an 18 per cent reduction in the total amount of residential waste collected per capita in 2023/24.

To further reduce our water usage, we commissioned a new recycled water system at Getiela sports field at Alexandria Park and a new scheme is in development for Erskineville Oval, Solander Park and Harry Noble Reserve. Also, we are trialling smart irrigation software together with Sydney Water, contributing to a reduction of our annual potable water usage to 110.8 mL compared to the 2006 baseline of 128 mL. An additional 53.2 mL of non-potable water was recycled for parks irrigation use.

We have expanded our electric vehicle fleet with the purchase of an additional 20 electric passenger vehicles bringing the total number of owned electric assets to 42, made up of a mix of 39 passenger vehicles, 1 truck, 1 buggy and 1 footway sweeper as well as an electric buggy.

Council endorsed a number of key strategies such as the Access Strategy and Action Plan – A City for Walking; Haymarket and Chinatown Revitalisation Strategy; Haymarket public domain plan; Erskineville and Alexandria Traffic and Transport Study and a Resilience Strategy to address the resilience challenges in the City of Sydney area. We continue to support the wider Sydney metropolitan resilience program and strategy refresh with 32 other Sydney councils.

The City continued to be recognised as a leader in EEO, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. I am proud to lead an organisation which was reaccredited as a Disability Confident Recruiter for a third successive year and to be awarded the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion for our Employee Networks.

I wish to acknowledge the great work that all of our committed staff perform each day, across our local government area, whether it is our front line or support services, to support our growing community of residents, workers, visitors and businesses.



Chief Executive Officer

Monica Barone

About Sydney

The City of Sydney is the local government authority responsible for the area shown on the map. We share some areas of authority with other agencies at different levels. The NSW 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 NSW government agencies. These include:

- Commonwealth Department of Defence Property and Development 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

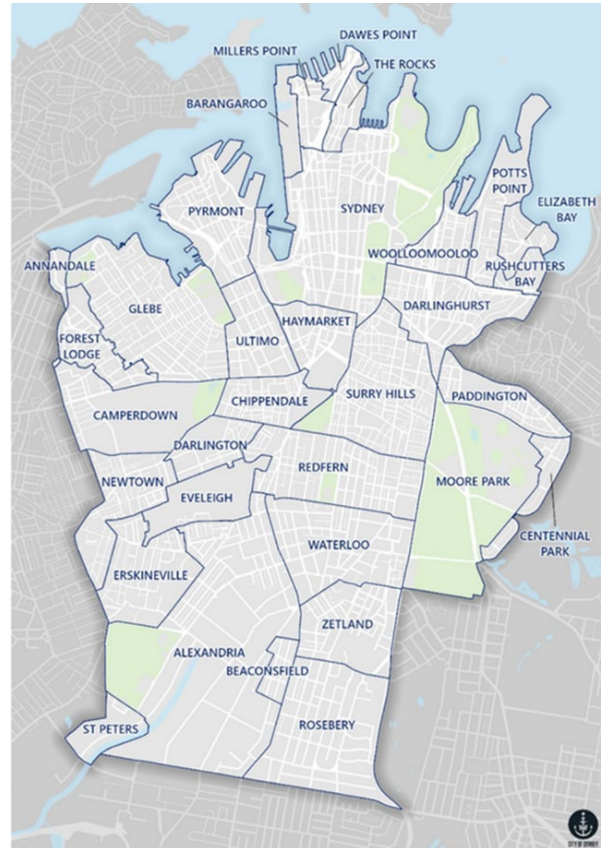


Figure 1. Map of City of Sydney area suburbs

Defining Sydney

The Council of the City of Sydney (or the City of Sydney) 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 4 December 2021 and the current term will run until September 2024.

The city (or the local area / our area) 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.

Eastern City District as defined by the Greater Cities Commission, is ‘the engine room of Greater Sydney’s economy’. The City of Sydney area is within the Eastern City District. The district also includes these local government areas: Bayside, Burwood, City of Canada Bay, Inner West, Randwick, Strathfield, Waverley, and Woollahra.

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. Children playing a game during vacation care at Redfern Community Centre, Redfern. Photo by Chris Southwood / 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 a leader, service provider, regulator, advocator, facilitator and educator.

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 NSW 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 targeting 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 NSW and federal governments.

The chart below shows the City of Sydney’s organisational structure and senior executive. The 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:

Monica Barone, CEO, City of Sydney – Public Service Medal – Australia Day 2024 Honours List (Meritorious Awards)

City of Sydney Councillor HY William Chan – winner of the Emerging Sustainable Architect/Designer category of the 2023 Sustainability Awards

Bridget Smyth, City Architect and Executive Manager City Design and Public Art City Design, City of Sydney – Life Fellowship by Australian Institute of Architects

Chris Thomas, Design Manager, City Design, City of Sydney – awarded the President's Award of the Australian Institute of Landscape Architects awards (NSW)

Fiona Campbell, Manager Cycling Strategy, City Access & Transport, City of Sydney – winner of the Unsung Hero category of the Sydney Awards

Stan Fitzroy-Mendis, Planning Manager, Planning Assessments, City of Sydney – winner of the Smart City Leader category of the Urban Development Institute (UDIA NSW) & NBN Co Leadership awards for excellence

Green Square town centre – winner of the Government leadership category of the Property Council of Australia's Innovation and Excellence Awards

11 Gibbon Street, Redfern – winner of the Best Affordable Housing Development (Landcom award) category of the Property Council of Australia's Innovation and Excellence Awards

Drying Green Park – winner of the Landscape Architecture Awards – Infrastructure category of the 2023 Australian Institute for Landscape Architects (National program) Awards

The City of Sydney's Progressive leadership in diversity and inclusion program – winner of the Diversity and Inclusion Leadership Award for Excellence category of the Urban Development Institute of Australia (UDIA) and MYBOS Awards

The City of Sydney's and Business Events Sydney's BESydney Impact programme – winner of the Impact Award category of the 2023 Global Destination Sustainability Awards

The City of Sydney's Street tree master plan – winner of the National Climate Positive Design category of the 2023 Australian Institute of Landscape Architects Awards

Transformation of George Street, Sydney – winner of the Built projects (City and regional scale) category of the 2024 Australian Urban Design Awards

The City of Sydney's with QMS – winner of the Excellence in Design and Construction category of the 2024 Outdoor Media Association Industry Awards

119 Redfern Street, Redfern – winner of the Architecture Award category of the National Trust (NSW) Heritage Awards

The City of Sydney's ePlanning Platform – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's 3D Virtual Tours - Optimising Venue Booking – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's TRIRIGA IWMS Phase II – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's Diversity Employee Networks – winner of the Organisational Diversity and Inclusion category of the NSW Local Government Excellence Award

The City of Sydney's Visitor and Contractor Management System – Silver award winner of the Service – Government category of the 2023 Sydney Design Awards

The City of Sydney's Height of building and FSR alignment study with Hill Thalys Architecture + Urban Projects and Olsson Architects – commended for the Leadership, Advocacy and Research – Local and Neighbourhood Scale category of the 2024 Australian Urban Design Awards

Southern Sydney Regional Organisation of Councils – Procure Recycled: Paving the Way – finalist in the NSW Circular Economy Award category of the 2023 Banksia Foundation's NSW Sustainability Awards

The City of Sydney's Modern Workplace Flexibility – finalist in the People, Workplace, Wellbeing category of the NSW Local Government Excellence Award

The City of Sydney's Purpose and Values – finalist in the Innovative Leadership category of the NSW Local Government Excellence Award

The City of Sydney's Transforming the Community Venue Booking Journey with 3D Virtual Tours – finalist in the Special Project Initiative category of the NSW Local Government Excellence Awards



Image 3. Hyde Park flowerbed, Hyde Park, Sydney. Photo by Phoebe Pratt / 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 NSW Government in 2009, the integrated planning and reporting framework is one of the principles of the Local Government Act and applies to all NSW councils.

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. Turruwul Park, Rosebery. Photo by Chris Southwood / 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.

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

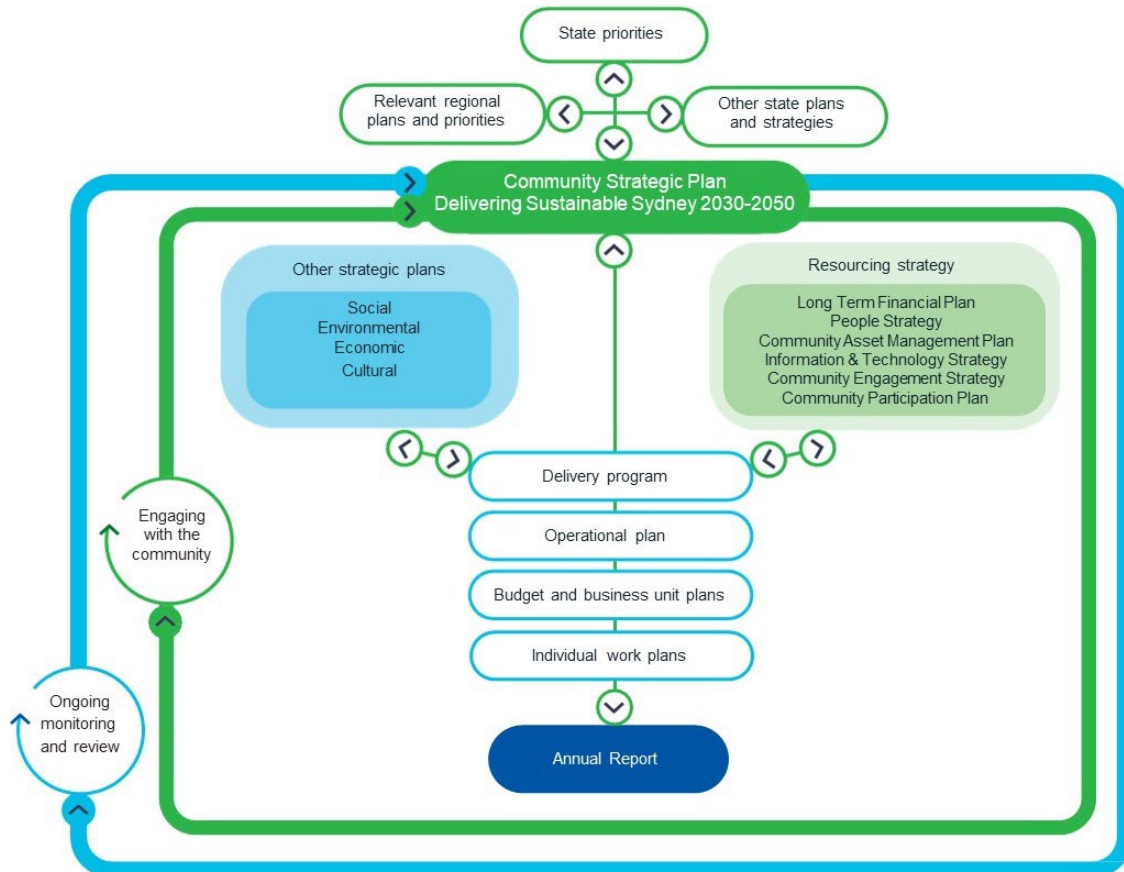


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

How the documents relate

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

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

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

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

Our delivery program 2022–2026 identifies the actions we will take over 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

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 of Sydney's statement of revenue policy for rates and annual charges, the fees and charges schedule, details of the grants and sponsorship program 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 outlines the key issues impacting the City of Sydney's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

3. Community asset management plan

The asset management plan ensures appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately \$13 billion (including land) under City of Sydney care and control.

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 is included in the community engagement strategy to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Environmental Planning and Assessment Act.

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

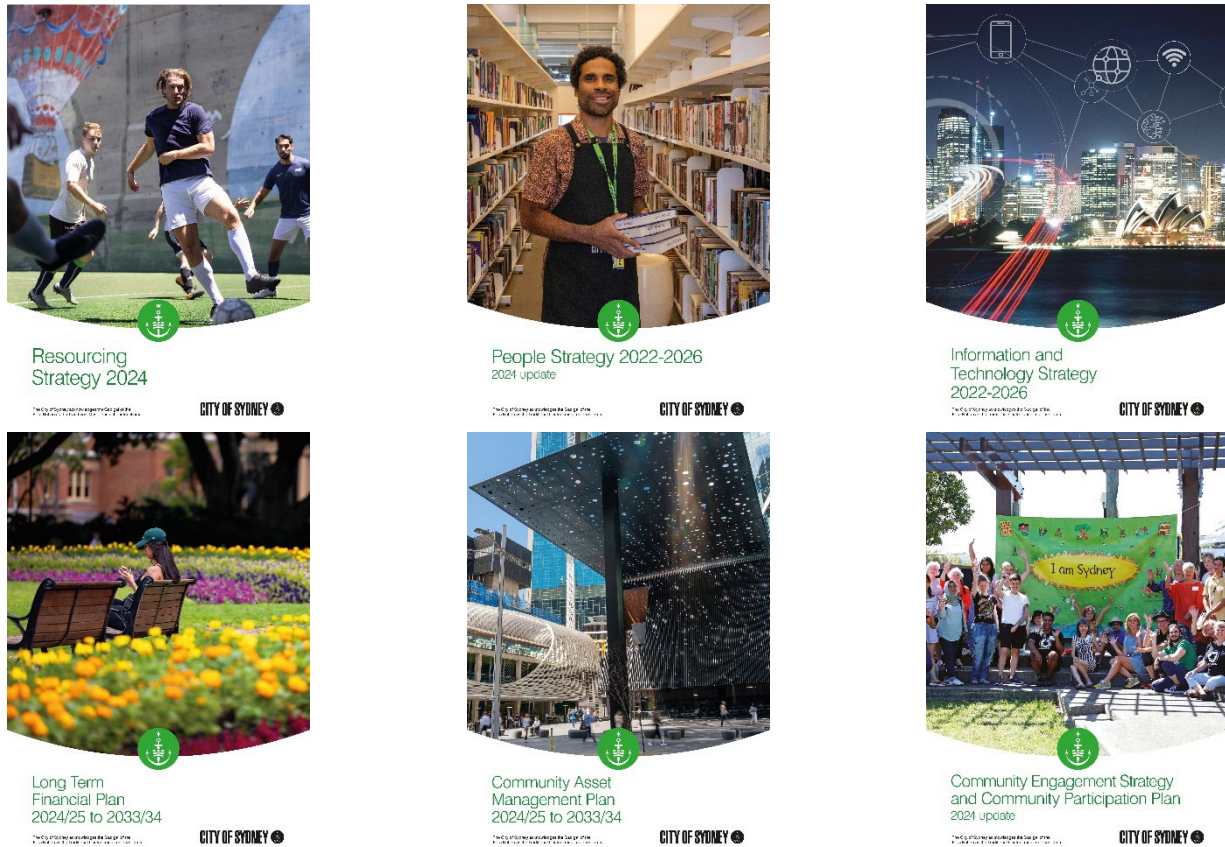


Figure 4. Sydney of Sydney 2024 resourcing strategy and integrated documents

Monitoring and review

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





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



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




2030 – 2050 Targets

Progress against our targets

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets which are structured around our 10 strategic directions. A snapshot of our progress is below.

Sustainable Sydney Target	Progress
 <p><i>By 2035 we will achieve net zero emissions in the City of Sydney local area</i></p>	<p>As at June 2023, annual greenhouse gas emissions were 3,429 tonnes CO₂-e, a decrease of 41% per cent across the local government area, based on 2006 levels.</p>
 <p><i>By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover.</i></p>	<p>Total canopy cover of the local government area has increased from 15.5% per cent in 2008 to 20.9% in 2024. In our area 33.2% was green cover.</p>
 <p><i>By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area.</i></p> <p><i>Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.</i></p>	<p>In 2022/23, each person in the City of Sydney local area used 221 litres of water each day.</p> <p>Non-residential potable water use has decreased 29% from the 2019 baseline.</p>
 <p><i>By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 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.</i></p>	<p>In 2023/24 there was an 18% reduction in the amount of residential waste collected per capita from the 2015 baseline. 50% of residential waste from our local area was diverted from landfill in 2023/24.</p> <p>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 47% of commercial and industrial waste is being diverted from landfill (data from 2021 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).</p>

Sustainable Sydney Target	Progress
 <p><i>By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.</i></p>	<p>There were 519,839 jobs in the local area at last count in 2022. This is an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector.</p>
 <p><i>By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation.</i></p> <p><i>Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.</i></p>	<p>As at June 2024, in the local area there were:</p> <ul style="list-style-type: none"> – 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024, – 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036, – an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings, – 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings, – 556 affordable and diverse housing dwellings in the development pipeline, and – a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage. <p>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.</p> <p>If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 5,200 by 2036. This equates to roughly 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036.</p>

Sustainable Sydney Target	Progress
 <p><i>By 2036 there will be at least 40,000m² of new cultural production floor space in the City of Sydney local area compared to 2017.</i></p>	<p>Between 2017 and 2022, the city’s creative floor space decreased by 63,992m² from 1,212,900 m² to 1,148,908 m².</p> <p>The next release of data will be available when the City of Sydney Floorspace and Employment Survey is undertaken in 2026/27.</p>
 <p><i>By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.</i></p>	<p>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).</p> <p>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.</p> <p>However, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.</p>
 <p><i>By 2030 every resident will be around a 10-minute walk to what they need for daily life.</i></p>	<p>As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services:</p> <ul style="list-style-type: none"> - fresh food – 99.95%, - child care – 99.38%, - health – 100%, - leisure – 99.97%, - social – 99.94%, - learning – 99.3%, - cultural – 97.5% - public open space – 100%.

Sustainable Sydney Target

Progress



By 2050 community cohesion and social interaction will have increased. This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, 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.



Delivery Program 2022–2026 Progress Report

June 2024

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

CITY OF SYDNEY 

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

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

Delivery Program Progress Report

An assessment of the City’s performance for the year 2023/24 on the objectives and targets in its delivery program and the effectiveness of the principal activities follows. Instructions on how to read this report is below.

How to read this report

Community Strategic Plan (CSP) strategic direction → **SD05 A city for walking, cycling and public transport**
 CSP objective → **The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions**

CSP & Delivery Program Action → **5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport**

Major Projects	Completion Date	% Complete	Progress To Date	Status							
Safe, connected cycleways											
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	2023	100	FY 22/23 Program Complete. Construction of separated cycleway upgrades in Booth Street, Annandale and Progress Commentary	Complete							
Major Programs											
Safe, connected cycleways											
Continue the implementation of cycleways within the City of Sydney	This financial year the City has completed new cycleways on the following streets: King Street (Pitt to Philip in the city centre), Portman Street (Green Square), Gadigal Avenue, Potter Street and Crystal Street (Waterloo), Pitt Street (King to Circular Quay, permanent version), College Street, Booth Street. Progress Commentary			On Track							
Collaboration											
Safe, connected cycleways											
Key Performance Indicator	Unit	2020/21 Result	2021/22 Result	2022/23 Target	2022/23 Result					Comment	Status
New separated cycleways provided	Km	7.51	8.54	9	Q1	Q2	Q3	Q4	YTD	The following sections of the Strategic Base Network: King Street between Pitt Street and Philip Street, Pitt and Progress Commentary and College Street between Oxford Street and Prince Albert Road.	On Track
					Numerical results						

City of Sydney – Delivery Program 2022-2026 – Progress Report 2023/24

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Status definitions for progress reports

Glossary

This report was previously published at the 12 August 2024 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 organisation continues to evolve to provide governance and leadership for the city and communities

1.1 The City of Sydney provides effective governance and leadership

Major Programs	Progress To Date	Status
Governance, risk and audit frameworks		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	The City's draft risk appetite statement was developed in late 2023 and will presented to Council for endorsement in Q2 2024/25. Risk management KPI's continue to be tracked to drive continuous improvement. Revised Risk Management Procedures are being launched with updated tables and risk matrix. The Compliance Obligations Policy was revised and a new Compliance Management Procedure has been developed. Information briefing sessions are being rolled out to educate staff on their compliance responsibilities. The City's Legislative and Regulatory Change register is continually updated in response to amendments in legislation or other authority documents, ensuring primary stakeholders are promptly notified.	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	Risk assessment and planning for psychosocial hazards is underway as part of efforts to provide a psychologically safe workplace. An early intervention physiotherapy program piloted this year to improve injury outcomes will also continue into 2024/25. The City's Safety Management System was externally audited and was found to be effectively meeting WHS legislation and operating efficiently.	On Track
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The City's integrity framework has been supported by a wide range of governance programs. Senior Corruption Prevention Officers from the Independent Commission Against Corruption presented at a Senior Managers Briefing. The annual fraud and corruption action plan 2023/2024 was implemented. A fraud control maturity assessment internal audit was completed. The biannual corporate fraud and corruption risk assessment and annual business unit fraud and corruption control plans are being finalised. The annual delegate disclosure process was completed together with quarterly reviews of general conflict of interest disclosures in the conflicts of interest register. A significant review of the Register of Delegations from CEO to Directors and Staff has been finalised and changes will be implemented shortly, supported by communications and training sessions. The Code of Conduct awareness campaign included manager led code of conduct refresher training on misuse of council resources, monthly new starter training sessions and the publication of regular Know Your Code articles supported by practical manager talking points. A new Public Interest Disclosure Policy was approved by Council, organisation wide communications were issued on this new policy and mandatory training for all disclosure officers and managers has been completed.	On Track
Implement a risk based and comprehensive annual internal audit plan	The City's four year strategic internal audit plan was approved by the Audit Risk and Compliance Committee on 20 June 2024. Implementation of the current plan remains on track.	On Track
Deliver completed annual financial statements without qualification by the Audit Office of NSW	At June 2024, preparation work for the 2023/24 Annual Financial Statements is underway. In accordance with the year end financial reporting timetable, the draft statements will be prepared for audit by the Audit Office of NSW in August and September, with the audited Financial Statements intended to be presented to Council for authorisation at the October 2024 meeting. Progress to date is in line with the year end timetable.	On Track

Foster leadership capabilities

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

Councillors receive regular information updates and comprehensive briefings on all current issues. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs, including Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

On Track

High quality internal legal advice and representation

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

Support continues across a wide range of areas and covering all aspects of the organisation's operations.

On Track

Governance, risk and audit frameworks

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Public interest disclosures received	No	2	3	-	0	1	1	0	2		Indicator Only
Lost time injuries	No	22	45	-	12	12	10	9	43		Indicator Only

Foster leadership capabilities

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	0	0		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	3	2	-	0	0	0	1	1	One complaint regarding historic fraud by a former City employee was upheld in this period. Discussions with external agencies not yet finalised.	Indicator Only

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

Major Programs	Progress To Date	Status
Continuous improvement		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services, with a focus on human resources and delegations. This will streamline processes, free up staff time and improve employee satisfaction. A review of procurement and contract management is also underway.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The Asset Management Policy and Community Asset Management Plan was approved by Council on 24 June 2024.	On Track

Deliver initiatives to improve information and data management with a focus on privacy, security, ethics, quality, and sharing	23 new or improved Smart Productivity Solutions were delivered. Smart Productivity Solutions contribute to the City's Digital Transformation providing high quality data at point of capture, information and data security, and improved efficiency by eliminating manual processes. The annual TRIM disposal program for 2024 was completed with ~1,500 boxes and ~185,000 digital records (~200GB) being lawfully destroyed.	On Track
Digital services		
Develop responsive digital services that are easy for our community to access and use	City Connect, the City's new on-line serviced platform, launched on 4 April 2024. Included in the launch were: <ul style="list-style-type: none"> • 84 smart digital forms that community members can use to request services on-line. • Notifications designed to keep community members informed on the status of their requests. • Dashboards where registered community members can view their rates, payments, permits and interactions. 	On Track
Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	Progress was made to upgrade and improve communication infrastructure to support service delivery and business continuity. This includes the completion of network security upgrades, implementation of a new Cloud Backup platform and relocation of internet link at Bay St Depot.	On Track
Access to City information and data		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	The City complied with GIPA proactive and mandatory obligations by: <ul style="list-style-type: none"> • Publishing 20,543 planning application documents through the City's on-line Find a DA service. This included 2,538 submissions relating to 595 planning applications. • Completing 3,195 requests for information, subpoenas, and section 41 access applications (formals). A primary channel for proactive disclosure is the City's website, which had 2,294,838 unique users, 6,996,020 page views, and 429,282 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	24 open data sets were published or enhanced on the City's Data Hub. 18 interactive apps or maps were published or updated. The data hub now contains 175 data products. 4,800 new items were published to the Archives & History Resources catalogue. New collections were added to the catalogue, including Liverpool Street Darlinghurst, Rosebery, King Street Newtown and Crown Street.	On Track
Business and spatial intelligence		
Deliver business and spatial intelligence for better planning, operations, and decision making	19 internal dashboards were delivered or improved to support a range of business services and activities, including related to: customer service, workforce management, climate equity, urban forestry, asset management, and correspondence management.	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 continued to embed its new purpose and values by delivering work in key areas of employee accountability, employee recognition, leadership development, and adapting our ways of working. We delivered improved experiences in recruitment for applicants and hiring managers, and for employees in payroll interactions and access.	On Track
Implement actions in the City's EEO, Diversity and Inclusion Action Plan	The City continued to be recognised as a leader in EEO, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. The City won the Local Government NSW Award for Organisational Diversity and Inclusion recognising our Employee Networks during the period. <p>Targeted recruitment and fast track to interview initiatives remain current and active for Aboriginal and Torres Strait Islander candidates and candidates with disability. Aboriginal and Torres Strait Islander employment reached 3% in the period.</p>	On Track

Digital services											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Contacts via Online Business Services	%	57	62.75	-	65.9	65.3	64	67.7	65.73	About two-thirds of contacts and requests were received through digital channels. This is an increase when compared to 62.75% in the previous year.	Indicator Only
Calls answered within 30 seconds	%	59.75	65.75	65	72	62	63	63	65		On Track
Calls completed at first contact	%	89	84.25	80	84	85	83	85	84.25		On Track
Requests received	No.	231,390	184,581	-	44,859	49,256	50,220	53,547	197,882	The City received 197,882 requests for service from the community. This is a 7% increase when compared to the previous year.	Indicator Only
Requests actioned within agreed service standards	%	85.96	82.5	85	90.8	87.9	85.2	85	87.23	87% of service requests were completed within agreed service levels. This is an improvement when compared to the previous year where 82.5% of service requests met service levels.	On Track
Access to City information and data											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	29	31	-	13	10	7	16	46	Formal access applications increased over the previous year by 48%. The introduction of smart digital forms, making it easier to lodge requests, is thought to have contributed to the increase.	Indicator Only
GIPAA Informal Access Applications received	No.	3,545	3,263	-	772	671	693	759	2,895	The downward trend in information access requests (informals) continued. Contributing to the trend is the increasing information available via the Website, Find a DA, and the Archives and History Resources Catalogue. More requests are also being actioned by business units directly.	Indicator Only
Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,932.82	1,953.85	-	1,993.85	1,992.25	2,002.25	2,002.25	2,002.25		Indicator Only
Vacancy rate	%	10.33	10.35	-	7.92	6.45	6.03	5.55	6.49		Indicator Only

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

Major Programs	Progress To Date	Status
Financial sustainability		
Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	A detailed review of the City's fees and charges continues to progress. An analysis and review of Traffic Operations Fees and Charges was completed in the first half of 2023/24. Review of outdoor dining fees is ongoing and due for completion in 2024/25 The rolling review of costing of services will continue through this year and beyond.	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	Council's operational and financial performance for 2023/24 will be presented to the August 2024 Council meeting. The quarterly financial report will reflect latest capital forecasts and projections, operating performance for the year, and associated commentary. The 2023/24 audited Annual Financial Statements will be presented to Council in October 2024. The annual update to the City's Long Term Financial Plan, was adopted at the June 2024 Council meeting, detailing forward financial projections based on current operating trends and identified future initiatives. Monitoring against this latest plan will commence as part of the Quarter 1 report presented to Council in November.	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 2022/23 annual report was completed in line with legislative requirements and was endorsed by Council in November 2023. The City's 2024 resourcing strategy and 2024/25 operational plan were adopted by Council on 24 June 2024 after public exhibition.	On Track
Advocacy and policy initiatives		
Collaborate with the NSW Government to achieve positive rating legislative reforms	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews, rate peg methodology, local government revenue streams, community improvement districts, emergency service levies, and developing Regulations and guidance to support rating reforms.	On Track
Strategic property management		
Manage the City's investment property portfolio to optimise revenue opportunities	The property market has experienced challenges since Covid-19. An element of hybrid based working arrangements remain throughout the city and are likely here to stay. This is combined with challenging times for business due to cost increases. CBD vacancy levels have remained relatively stable since the beginning of the year according to the Property Council of Australia. The City will take in to account this situation when negotiating leases and remain flexible, in order to optimise revenue.	On Track
Best practice procurement		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	Phase 1 - stakeholder engagement and feedback - of the Procurement Transformation project is near completion. This project is focussed on unlocking more value and further enabling achievement of strategic, operational and commercial objectives, as well as streamlining and 'right-sizing' our procurement processes.	On Track

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

Major Programs	Progress To Date	Status
Advocacy	<p>The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This years this included submissions for: the Environmental Planning and Assessment Amendment (Housing and Productivity Contributions) Bill 2023, the IPART Review of the Rate Peg Methodology, the NSW Government Independent Toll Review, Improving Rental Laws in NSW, the NSW Government Arts, Culture and Creative Industries Policy Consultation, the Parliamentary Inquiry into Pounds in NSW, the Inquiry into the Worsening Rental Crisis in Australia, the National Housing and Homelessness Plan Issues Paper, the Parliamentary Inquiry into the Planning System and the Impacts of Climate Change, the Harris Street Bus Stop Relocation -Western Distributor Program, the Australian Government Future Gas Strategy, the Explorer Street, Eveleigh Rezoning Proposal, the Proposed Reforms to Outdoor Dining on Private Land and Live Music Venues, the Parking Space Levy Review, the Climate Change Amendment (Duty of Care and Intergenerational Climate Equity) Bill 2023, the Directions for On-Street Transit White Paper, the NSW Parliamentary Inquiry into Electric and Hybrid Vehicle Batteries, the Pyrmont Ultimo Transport Plan, the Climate Active Program Direction Consultation 2023 and the NSW Government Cumulative Impact Assessment and Framework Consultation, the Australian Energy Regulator Exemptions Framework for Embedded Networks, the NSW Government Plastics Next Steps Consultation, the NSW Cumulative Impact Assessment Consultation, the Barangaroo Concept Plan MP-06-0162 Modification 9 - Response to Submissions, the Australian Government New Vehicle Efficiency Standard (NVES) 2024, the Discussion Paper on Short and Long-Term Rental Accommodation, Legislative Council Inquiry into the Impacts of the Rozelle Interchange, the Community Improvement Districts Bill 2023, the Terms of Reference for the Australian Parliament Inquiry into the Transition to Electric Vehicles, the Parliamentary Inquiry into the Development of the Transport-Oriented Development Program, The Future of Moore Park South – A Proposal to Convert Part of Moore Park Golf Course to a New Park NSW Government - Changes to Create Low and Mid-Rise Housing, Synthetic Turf Study in Public Open Space – Draft Guidelines for Decision-Makers Exhibition, Build to Rent Tax Incentives, Climate Change Authority - 2024 Issues Paper: Targets, Pathways and Progress, Transport for NSW's Guide to Transport Impact Assessment, NSW Freight Policy Reform Program Consultation Paper, Waterloo South Redevelopment People and Place Plan, Review of NSW Visitor Economy Strategy 2030, National Construction Code 2025 - Public Comment Draft and the National Urban Policy Consultation Draft. Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.</p>	On Track

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

Major Programs	Progress To Date	Status
Partnerships		
Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program	<p>The Resilient Sydney Council Ambassadors program hosted four quarterly meetings with all 33 Sydney councils during 2023-24 to share key resilience programs, tools and experience to support resilience building with Sydney communities.</p> <p>In February 2024, Ambassadors discussed using plans, policies and taskforces to build resilience. 55 officers from 28 Greater Sydney Councils, Wollongong City Council, and the NSW Reconstruction Authority attended. The Authority presented on the State Disaster Mitigation Plan and recent storm and flood recovery efforts across Sydney. An Affordable Housing Forum was hosted in March 2024 to bring together Greater Sydney councillors with community housing providers to help councils tackle the housing affordability crisis in our city.</p> <p>In May 2024, 50 people from 23 Greater Sydney Councils, Wollongong City Council, Western Sydney Regional Organisation of Councils, and the NSW Reconstruction Authority met to develop actions for the new metropolitan resilience strategy. Research was shared from the Greater Sydney Heat Taskforce and from metropolitan community engagement and technical hazard risk assessment. NSW Fire and Rescue provided a briefing to 127 attendees from 29 councils on the growing risk of lithium-ion battery fires. Resilient Sydney hosted a discussion on the policy options to reduce risks and improve safety of city users of batteries.</p> <p>During 2024, 33 Greater Sydney Councils promoted community connections through local campaigns for Neighbours Everyday, NSW Seniors Week, NSW Youth Week, Harmony Week and Close the Gap Day.</p>	On Track
Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Cities Commission	<p>The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness, housing and transport. Meetings and collaboration continue with relevant stakeholders in Local Government and the NSW Government. The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, city safety, economic development, climate action, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.</p>	On Track
Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40, World Cities Cultural Forum and Resilient Cities Network	<p>Resilient Sydney remains an active participant with 100 cities in the global Resilient Cities Network. Sydney met with 15 cities throughout 2023-2024 with many discussing their responses to the 'polycrisis' – the reality of managing multiple shock events at once. Resilient Sydney met quarterly with resilience officers in APAC and Oceania to reconnect post COVID. Programs on plastic in oceans, climate risk planning, water and waste management are common resilience approaches in our region.</p> <p>In September 2023, Resilient Sydney and Natural Hazards Research Australia hosted international expert Professor Gavin Smith of North Carolina State University to provide insights and lessons from research and experience responding to disasters in the United States and New Zealand, including structures for managing buy-backs, relocations and rebuilding communities.</p> <p>Resilient Sydney attended the Metropolitan Resilience International Congress in Guadalajara, Mexico in November 2023. Cities discussed the main resilience challenges affecting metropolises, including: water resilience, climate action, land management, circular economy, and sustainable mobility. Sydney shared expertise in collaborations using data with the Resilient Sydney Platform as an example of a pioneering resilience governance project.</p> <p>City staff have participated in C40 networks and peer learning webinars during the year. The City completed its CDP and Accelerator reporting, and also contributed to the development of the new Cities Climate Transition Framework.</p>	On Track

SD02 A leading environmental performer

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

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

Major Programs	Progress To Date	Status
Net zero emissions – City assets and operations		
Manage and analyse low and zero emissions options for the City's light and heavy vehicle fleets and use fleet analytics to encourage low emission driving behaviour and reduce CO2 emissions	Fleet Services have undertaken various strategic initiatives aimed at reducing emissions. Most recently an additional 20 Electric Passenger MG Vehicles have been procured, bringing the total number of owned Electric Assets to 42, made up of a mix of 39 passenger vehicles, 1 truck, 1 buggy and 1 footway sweeper. The forthcoming fleet replacement program will see a significant expansion of electric assets and will include a mix of passenger fleet, trucks, buggies and mowers. Other projects that will support our target to reduce emissions is the rationalisation of existing fleet vehicles and reducing the number of vehicles, where we can, whilst maintaining full service levels to the community, and using telematics in conjunction with our eco driving strategy.	On Track
Actively manage the replacement of conventional lights with LED lights for all public domain light types in the city	In 2022/23 FY, practical completion was achieved for the upgrade of Ausgrid street lighting to LED. 7,595 conventional lights were changed over to LED technology resulting in annual savings of approximately 4,000 Megawatt hours and reducing carbon emissions by approximately 3,600 tonnes. Additionally, the new fittings have reduced the City's maintenance cost and improved public safety, as the new LED fittings are more reliable. Following a tender in 2023/24, the City will commence the progressive renewal of City owned lights as they reach end of life with the latest generation of LED light fittings. The new LEDs will further reduce energy use and carbon emissions.	On Track
Implement new net zero framework to drive electrification in City assets and switching to zero-emissions and improved energy efficiency	A program has been developed and includes electrification of aquatic centres and other building facilities, as well as building energy efficiency targets.	On Track
Net zero emissions in the LGA		
Support building owners and occupants to implement a net zero pathway through targeted programs and grants	The City's sustainability partnerships and programs are supporting building owners progress toward net zero emissions. The Sustainable Destination Partnership has achieved a 24 per cent reduction in carbon emissions and water consumption from a FY18 baseline. The Better Buildings Partnership has achieved a 95% stationary emissions intensity reduction since FY06, and procured 92% of its base building electricity from renewables in FY23. Its best practice tool-kit on circular office fit-out has been released along with a Creating Resilient Communities guide. Through CitySwitch, 80% of tenancies in Sydney have switched to renewable electricity and the average NABERS energy rating is 5 stars. The Renewables for Business Masterclass series resources have been published and shared across government and industry. Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan, including saving \$11,224,423 in running costs and avoiding 61,488 tonnes of carbon emissions.	On Track

Support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	<p>Switching to 100% renewable electricity reduces emissions and stabilises electricity costs. The City's Renewables Masterclass Series continued to support businesses to procure renewables through the provision of resources, webinars and case studies and was promoted widely to business partnerships, industry bodies, local and state government.</p> <p>CitySwitch and Sustainable Destination Partnership reported a significant increase in members sourcing electricity from renewables.</p> <p>Through an Innovation and Ideas Grant the Business Renewables Centre Australia launched a buyers group to support businesses to collectively procure renewable electricity. A community energy model was demonstrated through another grant in which Pingala and Barnardos installed rooftop solar and delivered a solar scientist program. A group of apartment buildings collectively switched their common areas to renewable electricity.</p> <p>The GreenPower for Business resources were utilised to support resource development and a webinar for strata communities.</p> <p>Rooftop solar is 30 MW, an increase of approximately 300 new systems.</p>	On Track
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	City staff chair the Local Government sub-group for the Materials and Embodied Carbon Leadership Alliance, bringing together knowledge and experience from councils across Australia.	On Track
Zero emissions transport		
Advocate to the Australian and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	The City made submissions to the Climate Change Authority Issues Paper - Targets, Pathways, and Progress in May 2024, and the Australian Government New Vehicle Efficiency Standard (NVES) Consultation Impact Analysis in March 2024 making recommendations to reduce transport emissions by prioritising and supporting active and public transport, and improved emissions standards for vehicles. The City also made a submission to the Senate Inquiry Into Residential Electrification in September 2023 recommending that the Australian Government support energy efficiency and electrification of residential buildings, including the charging needs of electric vehicles, with tailored investment for apartment buildings.	On Track
Support more people walking, riding bicycles and catching zero emissions public transport	Some of the key actions the City undertook to support more people walking, riding bicycles and catching zero emissions public transport include: adopting the Access Strategy and Action Plan, proving the framework and 17 actions for creating a city for walking, cycling and public transport; adopting "A City for Walking" Strategy and Action Plan which sets out the City's organisation-wide approach to walking and provides 12 key actions to support people walking; implementing the Cycling Strategy and Action Plan; and continuing to advocate for low emission public transport including for the Metro West extension to Zetland, attending a workshop on the NSW Government's Independent Metro Review and Parliament's Metro West Inquiry, providing input into Transport for NSW's Pymont Peninsula Transport Plan, a submission on road changes associated with West Connex, a submission and presentation for the Parliamentary Inquiry on the Impact of the Rozelle Interchange and supported advocacy for ALTRAC's light rail proposal along Parramatta Road/Broadway and through Green Square.	On Track
Advocate to the NSW Government for zero emissions buses	The NSW Government announced in late June the initial priorities for depot upgrades to support electric bus operation. Depots that serve the City of Sydney scheduled for upgrade are Brookvale, Leichhardt, North Sydney, Willoughby, Kingsgrove, Port Botany, Tempe and Randwick. The Government's plan is to have 1200 electric buses operating in Sydney by 2028.	On Track
Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The priority for transition remains the bus fleet. The Government's announcement of upgrades to a number of inner Sydney depots is a major breakthrough.	On Track

Net zero emissions – City assets and operations

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,144	13,514.6	-	-	-	-	12,553.9	12,553.9	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only

Net zero emissions in the LGA

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	3,440,254	3,428,785	-	-	-	-	-	-	Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO2e. Target 70% reduction by 2030 & net zero emissions by 2035	%	40.84	41.04	-	-	-	-	-	-	Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only
Percentage of electricity demand in NSW met by renewable sources - target of 50% by 2030	%	25.4	29	-	-	-	-	31.6	31.6		Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	960.1	672.38	-	248.14	412.72	37.52	5.51	703.89	A total of 55 Environmental grants were approved by Council. These projects were awarded through the City's Green Building grants, Festival and Events Sponsorship, Innovation and Ideas, Quick Response Grants and Venue Support Sponsorship programs. This includes support for a series of community-led climate action events during Climate Action Week Sydney, YCK Laneways Association Incorporated to develop a sustainability framework for the hospitality industry in the York, Clarence Kent Laneways and Hollywood Quarter precincts, a series of community clean up events in Redfern-Waterloo and a NABERS rating with complementary energy action plan to reduce emissions and costs for a 110-unit apartment building in Waterloo.	Indicator Only

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

Major Programs	Progress To Date	Status
Urban greening and canopy cover		
Deliver tree planting programs to maximise urban canopy and reduce urban heat	Projects to increase canopy cover have continued. A total of 1,112 trees have been planted in the 2023/24 financial year, including 721 street trees and 391 park trees. The in-road planting projects have progressed, with the completion of works in Durdans Street Rosebery, Smail Street Ultimo, Hawksley Street Waterloo, William Street Beaconsfield, Queen Street Beaconsfield, Thurlow Street Redfern and Morley Avenue Rosebery. Work is underway in Mitchell Street, Centennial Park and will soon commence in Dibbs Street, Centennial Park. Feasibility and concept designs are underway for Walker Street Redfern and Tweedmouth Avenue Rosebery.	On Track
Urban greening resilience		
Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans	Council adopted the Urban Forest Strategy, Street Tree Master Plan, and Tree Management Policy and Tree Donation Policy on 26 June 2023. Following Council's adoption, the Strategy, Plan and Policy are now being implemented. Green cover and tree canopy cover were remeasured in early 2024. Increases in green cover and canopy cover were reported, with green cover measured to be 33.2% and canopy cover 20.9%.	On Track
Habitat and biodiversity		
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	The City has been managing around 15.2ha of land as bush restoration, with new sites in Alexandria added in May 2024 and additional sites coming online from July 2024. 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. Native seed spreading and transplanting has been conducted to improve native plant coverage at multiple sites. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers continue to assist with annual planting activities as part of National Tree Day in July.	On Track
Community greening		
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups	The City supports 21 community gardens and three Landcare/ Bushcare groups operating within the area. Over 600 volunteers and community gardeners are actively engaged. The City encourages and supports groups to become self-managed to a high standard and assists by providing access to grants and donation of materials and plants, including sourcing native plants from local Indigenous nurseries.	On Track

Urban greening and canopy cover											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	67,365	72,515	50,000	28,747	18,161	9,287	22,384	78,579	78,579 plants installed with planting undertaken in streetscapes, parks and bush restoration areas across the local government area. Major planting works have recently been undertaken at Stewart Street Reserve, Mitchell Street Park, Westmoreland Street, Queen Street, Carillion Avenue, Reservoir Gardens, Sydney Park, Alexandria Park, Gunyama Park, Embarkation Park and Honeykiss Park.	On Track

Habitat and biodiversity											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Extent of locally indigenous bushland	ha	12.9	15.2	13.5	-	-	-	15.2	15.2	15.2ha of bushland is currently managed for bush restoration, with additional sites coming online in July 2024. Flora surveys will be undertaken in September 2024 as part of the Urban Ecology Strategic Action Plan review and update which will enable us to measure the area of naturally occurring vegetation.	Indicator Only

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

Major Programs	Progress To Date	Status
Reduce water use		
Reduce potable water consumption in the City's parks through the introduction of water efficiency projects and programs	<p>Parks potable water usage for FY2023/24 was 110.8ML compared to the 2006 baseline of 128ML. An additional 53.2ML of non-potable water has been recycled or produced for parks irrigation use, which reduced potable water use by 29%, and ensured potable water use remained below the City's 2006 baseline.</p> <p>Parks water efficiency initiatives to deliver potable water savings include:</p> <ul style="list-style-type: none"> A new recycled water system was commissioned at Getiela sports field for use in Alexandria Park and a new scheme is in development for Erskineville Oval, Solander Park and Harry Noble Reserve. Trial of the Smart Water Asset Network (SWAN) smart irrigation software with Sydney Water. 	On Track

Water sensitive city

Collaborate with Sydney Water to support strata communities to improve water performance	All Smart Green Apartments buildings receive a NABERS Water rating and are presented with a water efficiency toolkit to support water efficiency upgrades and resident education. The guide is available on the City website for all strata communities.	On Track
Work with Sydney Water and relevant stakeholders to facilitate delivery of recycled water and water usage reduction initiatives across the local area	Investigation of technical and financial feasibility of recycled water schemes at Pymont and Central by Sydney Water is continuing.	On Track

Stormwater quality

Implement and renew Pollution Control Devices and other stormwater systems to reduce stormwater pollution discharged to waterways	Designs have now been prepared for 2 new gross pollutant traps to be installed in the forthcoming year. Another 11 potential locations for gross pollutant traps have been identified and the feasibility and design works for these locations have been instigated. A maintenance program for all existing gross pollutant traps and raingardens has continued through the year to ensure the performance of these assets remains optimal.	On Track
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Reduce water use

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - target reduction from 2006 baseline of 431,000 kL	kL	291,962	406,950	-	-	-	-	364,883	364,883	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only
City of Sydney local government area residential potable water use per person per day - target of 170 litres by 2030	Ltr	203.64	220.66	-	-	-	-	-	-	Final data for 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only
Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day - target 10% reduction by 2030	%	31.47	29.00	-	-	-	-	-	-	Final data for the financial year 2022/23 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is updated here.	Indicator Only

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

Major Programs	Progress To Date	Status
Reduce waste from City operations		
Review and update recycling streams and collection receptacles in City properties and implement technologies that drive reduction in landfill	<p>Activities in 2023/24 include:</p> <ul style="list-style-type: none"> - A waste guide was developed to engage and educate stakeholders on best practice waste management guidelines. - A third food dehydrator unit was installed at Ultimo Community Centre in July 23. The project is based on a Circular Economy model. The dehydrator converts organic waste into a soil conditioner that is utilised by our Parks teams. The location for the final food dehydrator was determined to be at Gunyama Park Aquatic and Recreation Centre, and initial engagement with key stakeholders has been completed . - Organic recycling was introduced at Redfern Community Centre - Umbrella driers that utilised single use plastic bags were removed from Paddington Town Hall, Customs House and Sydney Town Hall. These were replaced by an eco-friendly solution that utilises microfibre padding. Battery recycling jars were introduced for staff at Town Hall House. - Organic recycling was introduced at 2 new sites King George V Centre and Wilcox Mofflin Building 	On Track
Engage with contracted service providers and other relevant stakeholders to improve reporting of strip out, construction and demolition waste from City assets	Support continues to be provided to project managers and contractors to ensure the timely and accurate submission of construction and demolition waste data. A methodology for identifying office strip-out and fit-out waste is currently being investigated.	On Track
Sustainable procurement		
Develop Social and Sustainable Procurement approaches to be incorporated into procurement planning and processes in relation to targeted categories	Social and sustainability and environmental factors are required to be considered and documented during tender sourcing strategy development and are then included in the tender requirements and evaluation considerations.	On Track
Circular economy		
Engage with industry and other stakeholders to create opportunities for development of circular economy outcomes in our local area	The City is regularly engaging with industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. City staff contribute to state and federal working groups such as the Australian Packaging Covenant Organisation and Green Building Council Australia, seeking to embed circularity in products, services and the built environment. The City continues to support new ideas and innovations through our grants programs. Recent circular economy grants include supporting repair workshops and cafe program, bike repair and swap events, trialling local textile manufacturing in Sydney using recycled yarn from clothing donations not suitable for resale. The City also recently published its Circular Economy Statement that describes the principles of the circular economy, how the City has participated and future strategies in development to embed circularity in our area.	On Track
Develop a circular economy strategy	<p>City staff are in the process of updating our strategies for waste management, resource recovery and economic development. These strategies will incorporate the actions and advocacy required from the City that will contribute to the development of a circular economy.</p> <p>To assist in promoting an understanding of the circular economy and the role of the City, a Circular Economy Statement was prepared. The statement includes: what the circular economy is about; why it is needed and its basic principles; challenges and future opportunities. The statement also outlines our existing circular economy projects and programs, while providing guidance on future strategy documents relating to the delivery of circular economy outcomes. The statement is available on the City of Sydney website.</p>	On Track

Advocacy

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

In January 2024, the City responded to the NSW Government's Plastics Next Steps Consultation. The consultation document proposed regulation for additional unnecessary plastic items that cause harm to the environment and human health. They included plastic bowls and cups with lids; plastic beverage containers with lids, cigarette butts, products containing harmful chemicals such as perfluoroalkyl and polyfluoroalkyl substances (PFAS); oxo-degradable plastics; single serve plastic condiment packages; fruit stickers; heavyweight plastic shopping bags; and barrier or produce bags.

City staff are now preparing responses to the NSW Environment Protection Agency (EPA) food and garden waste separate collection mandates for businesses and residents, and the NSW EPA waste levy review, both due in July 2024.

On Track

Reduce waste to landfill

Foster a community that avoids, reuses and reduces waste

This year City staff have delivered 483 waste avoidance activities to 4,830 residents and visitors in the City. This included four clothes swaps where 537 people attended and swapped 670kg of clothing, four sewing workshops where 80 people learnt simple mending skills to extend the wearable life of their clothing, 49 pop-up info stalls across 23 locations where over 2,000 people engaged with staff about waste wise shopping, reusable coffee cups, sustainable gifting and how to recycle tricky items such as electronics and clothing. Staff also delivered 23 waste reduction webinars to 356 people on the topics 'Plastics Decoded', 'Electronics Unplugged' and 'Resourceful Recycling'.

Custom education and recycling advice was provided to nine apartment buildings (with 1,479 units) and two student accommodation buildings (with 1,000 beds) to improve recycling in their buildings and to learn how to reduce waste and encourage reuse in their building.

Staff also provided custom outreach to community organisations including four waste reduction and recycling workshops to 440 primary school students, a bilingual English and Mandarin electronics recycling session at Ron Williams Community Centre Open Day, a market stall to promote repair at the Bower Repair Festival, an information booth at the Australian Climate Tech Festival, presented a circular economy workshop for start-ups in Sydney CBD and provided outreach education for international students at six stalls across three separate events including the University of Sydney's Welcome Week, the University of Technology's 'Got Your Back' event and at the Lord Mayor's Welcome to International Students in Sydney Town Hall.

Staff completed a total of 524 waste planning referrals and 16 occupation certificate stage inspections to ensure new developments are designed for waste reduction and the maximum separation and recovery of operational waste.

On Track

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

The City has continued to provide the food scraps recycling service to properties that participated in the trial and are continuing to add additional properties. Currently 21,000 households are using the service.

Work is continuing to progress on how to make the service available to all residential properties in line with the state government mandate for provision of a food waste collection service to all households by 2030. This includes trialling black soldier fly larvae to process our food scraps over 12 months which is expected to turn up to 600 tonnes of food waste into protein rich animal feed and fertiliser.

On Track

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

The City hosted four Recycle It Saturday events this year, in partnership with Waverley and Woollahra Council, that were attended by 3,307 people who dropped off 71.47 tonnes of materials for reuse and recycling. This year, residents can now also drop-off blister packs, bicycles and scooters at these events. The City also hosted its annual Household Chemical Clean Out event on 14 October 2023 that was attended by 599 people (an increase of 40% on last year) and the event collected 20.8 tonnes of hazardous household waste for recycling. The Ultimo recycling pop-up at the City's Bay Street Depot enables residents to walk-up and drop off up to 13 different types of tricky items for recycling or reuse including blister packs, food scraps and small metals. This year the pop-up had 2,530 visits by residents and 17.7 tonnes of items were collected, with the most popular items being electronics, batteries, small metals, polystyrene and light bulbs. This year our 18 recycling stations across 16 locations in the City of Sydney collected 2,695kgs of materials (191kgs mobile phones, 1,362kgs batteries, 315kgs light bulbs and 826kgs of small electronics) for recycling. To maximise recycling opportunities for residents, the City collected 25.67 tonnes of tricky items (including clothes, electronics and polystyrene) from 2,407 pickups directly from residents' homes through the doorstep recycling service this year.

On Track

Efficient cleansing and waste services

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

The City's bulky waste collection services improved significantly in Q3 and Q4, following some delays in Q2. The City continues to work with Cleanaway to improve service delivery.

On Track

Reduce waste from City operations

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	728.06	942.06	-	222.54	256.48	238.5	228.06	945.58	Waste collections have remained stable in comparison to the previous FY, with a minor increase (0.4%) in FY23/24.	Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres - target 50% by 2025	%	54	54	-	44	49	50	49	49		Indicator Only

Reduce waste to landfill

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	69,488.01	65,430.38	-	15,149.05	16,180.55	16,464.5	16,024.55	63,818.65	The total amount of waste generated this year by residents has significantly reduced from previous years.	Indicator Only
Total residential waste collected per capita	Kg/Capita	287.8	300.44	-	-	-	-	276.7	276.7	The total amount of residential waste collected per capita this year is the lowest it has been since 2018/19.	Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	14.5	11	-	-	-	-	18	18	The 2030 target has been reached this year as there has been an 18% reduction in the total amount of residential waste collected per capita in 2023/24.	Indicator Only

Reduce waste to landfill											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of source separated recycling of total residential waste - target 35% by 2025	%	27.38	31.39	-	30.92	32.26	34.42	32.51	32.53	The amount of source separated residential recycling continues to increase, mainly due to improved facility diversion rates for bulky household items.	Indicator Only
Percentage diversion from landfill of residential waste - target 70% by 2025 and 90% by 2030	%	44.3	50.9	-	48.25	50.45	53.23	49.7	50.41	The percentage of residential waste diverted from landfill in 2023/24 was not materially different to the prior year.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places - target 50% by 2025	%	53	56.7	-	-	-	-	51	51		Indicator Only

Efficient cleansing and waste services											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of garbage bins collected on time	%	-	-	-	99.7	99.47	99.76	99.87	99.7		Indicator Only
Percentage of recycling bins collected on time	%	-	-	-	99.84	99.7	99.83	99.9	99.82		Indicator Only
Percentage of garden organic bins collected on time	%	-	-	-	98.9	97.12	98.36	99.44	98.46		Indicator Only
Percentage of bulky waste collected on time	%	-	-	-	81	73	78	76	77		Indicator Only

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

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

Climate risk and adaptation

Understand the city's climate change risk exposure and develop climate adaptation treatments to better prepare the community	Project updates include: <ul style="list-style-type: none">• Conducting an LGA-wide heat benchmarking study to develop microclimate mapping and explore action recommendations on heat adaptation for the community.• Working with the Greater Sydney Heat Taskforce used by WSROC to develop heatwave management plans and guidance and climate risk assessments.• Progressing actions related to climate adaptation included in the Resilience Strategy• Using Geocortex to map climate vulnerable communities across the LGA, layering climate risks and adaptation to better prioritise risk and adaptation actions	On Track
Develop a framework to understand and address climate change impacts on vulnerable community groups	The mapping of priority communities is underway and is being used across several areas of the organisation. It continues to be refined. Digital and non-digital resources are being developed to inform and support priority communities during heatwaves and other emergencies.	On Track

Programs and partnerships

Implement projects, programs and advocate to improve environmental performance in the commercial office sector	<p>The City is improving environmental performance in the commercial office sector through the Better Buildings Partnership and CitySwitch program.</p> <p>The Better Buildings Partnership progressed projects on electrification, circular office fit-outs, green leases and resilience. The FY23 annual report was delivered showing 95% stationary emissions intensity reduction and 63% water intensity reduction since FY06.</p> <p>CitySwitch delivered three campaigns focused on reducing waste, reducing energy and greening supply chain. National events were held to release the annual report with the results showing 213 business members managing 744 tenancies engage in the program, with an average emissions intensity of 30kg CO2/m2 and 47% choose renewable electricity. In Sydney 112 businesses engage in the program and have an average emissions intensity of 14kgCO2/m2 and 80% choose renewable electricity.</p>	On Track
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership (SDP) progressed work on net zero planning, food waste avoidance and promotion of Sydney as a sustainable destination. Focus groups and workshops were held under these themes engaging relevant teams of partner organisations, including their food and beverage staff, engineering and facility management teams and communications teams. New partners were welcomed to the SDP, including Good Environmental Choice Australia and Ecotourism. City of Sydney collaborated with DestinationNSW and Business Events Sydney to complete Sydney's Global Destination Sustainability Index submission with results yet to be released.	On Track
Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	<p>Since 2016, the Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan (reducing running costs by \$11,224,423) and avoiding 61,488 tonnes of carbon emissions.</p> <p>A total of 31 Owners Corporations have received a Green Building Grant. Since 2016, these grants have supported investment of \$2,602,705 in upgrades, delivering significant savings across their lifespan, (saving \$7,949,659 in running costs) and avoiding 42,165 tonnes of carbon emissions.</p> <p>Monthly sustainability e-newsletters were sent to 3,043 subscribers. Two webinars were delivered on solar and food scraps recycling. A case study webpage is now live on the City of Sydney website, showcasing sustainability stories in apartment buildings.</p> <p>The Strata Sustainability Reference Group met quarterly to drive sustainability outcomes for high density communities.</p> <p>The City continues to advocate for inclusion of strata in residential policy including mandatory disclosure of energy performance of Australian homes.</p>	On Track

SD03 Public places for all

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

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

Major Programs	Progress To Date	Status
Aboriginal and Torres Strait Islander people are influential in shaping the city		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	The Connecting with Country Framework for the City is underway and currently scoped. The first step in this process is to develop an Aboriginal Cultural Heritage Study that will map sites of significance to Aboriginal People This will require a multi layered methodology. This is a complex project requiring deep engagement with community and partnership with Metropolitan Local Aboriginal Land Council.	On Track

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

Major Programs	Progress To Date	Status
Welcoming, accessible and equitable public spaces		
Continue to deliver public domain capital works projects	Progress continued in development and delivery of public domain capital works projects. The George Street South pedestrianisation project is completed. Barlow Street laneway project is completed. The Green Square to Ashmore Connector road project construction continuing with eastern section including O'Riordan intersection forecast opening mid-2024. Works progressing on western section for completion late 2024. Detail design for the George St corridor is progressing for the George Street North pedestrianisation. Lightrail shutdown progressed well in May 2024. Loftus Street & Reiby Place upgrade projects design progressing. Tender for new road George Julius in Zetland progressing with construction forecast to commence late 2024. The northern side of Zetland Ave West will commenced mid-2024 to complete the new road connections in the Green Square Town Centre.	On Track

Public amenity		
Provide high-quality public domain cleaning service that meets the needs of the community	The cleansing team continues to deliver a high-quality public domain cleaning service, meeting the needs of the community through strategic approaches to changing streetscapes and higher density living, including the addition of more pedestrianised areas. The new roadway sweepers have arrived, which will assist in meeting service levels and providing consistency to our service. Cleansing management continues to work with fleet services, investigating new technologies and the diversification of the fleet to support a proactive approach to meet the ever-changing face of cleansing in the City of Sydney. This has resulted in the use of the electric Alke, which currently services the street litter bins on the light rail and in pedestrianised areas. This electric buggy will also service Oxford Street when the new bike path is completed. A new electric footway sweeper is now in operation and will service bike paths and the light rail corridor in the City. The operation is being continually reviewed to ensure cleansing operations can deliver an optimal service and meet its commitment to the cleanliness of the City of Sydney.	On Track

Public safety and compliance

Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health

All inspection programs are being maintained. This includes proactive inspection of retail food premises, late night trial development consents, boarding houses, backpackers and swimming pool water quality. The swimming pool barrier inspection program will be a focus. Resources have been reprioritised and it's expected that all outstanding inspections will be completed before June 2025.

On Track

Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act

For the 2023/24 financial year there were a total of 9,145 hours of patrols conducted and 981 notices issued.

On Track

Public spaces meet community needs

Undertake periodic review of public domain design codes in the city

The Sydney Lights Public domain design Code 2015 is currently being reviewed and updated.

On Track

Welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	43,931	41,338	30,000	14,352	13,041	8,071	9,816	45,280	Additional works were brought forward into the FY24 Road program.	On Track
Footway dining in the village centres	m2	5,620.2	5,723.48	-	6,112.7	6,370.51	6,257.07	6,459	6,459	The area represents 582 outdoor dining licences.	Indicator Only
Footway dining in the city centre	m2	2,980.1	3,199.25	-	3,547.92	3,859.67	3,987.39	4,144	4,144	The area represents 224 outdoor dining licences.	Indicator Only

Public amenity

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	9,821	10,837	7,500	3,212	3,340	1,161	3,175	10,888	Significant projects have included Coulbourne Ave Glebe, Murray and Bunn St Pymont, Glebe Point Rd Glebe, William St Beaconsfield, Queen St Beaconsfield, Cope St Waterloo, Maryanne St Ultimo, and Carillon Ave Camperdown. In total 10,888m2 of landscaping has been delivered for the year so far in conjunction with the footpath upgrade program in order to green and cool the City and contribute toward delivery of greening targets.	On Track

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

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

3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
Connecting with the harbour foreshore		
Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananurala walk	Yananurala, (formerly the Harbour Walk) curated by Emily McDaniel, provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk which feature the icon which is a bara (shell hook). These markers have been included in the City's Culture Walks App as a walk to encourage people to walk country. Artist Lucy Simpson is carrying out design development of her concept in response to the brief for 'Sitelines and Conversations'. A brief for a public artwork celebrating Patyegeerang's gift of Sydney Aboriginal language to William Dawes at Tara/Dawes Point is in development. A video to communicate the brief will also be produced, aiming to involve Aboriginal and Torres Strait Islander communities in informing the artist brief .	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
Equitable distribution and access		
Undertake ongoing data collection, research and analysis to inform the City's Open Space and Recreation Needs Study priorities and directions	The City undertakes ongoing research to ensure the latest trends in recreation and open space use inform the City's planning. The Park Visitor Survey undertaken annually at selected parks across the network is currently underway.	On Track
Land under the care and control of the City is managed equitably		
Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	The City reviews adopted plans of management on an ongoing basis to ensure the plans align to community values, organisational objectives and legislative requirements. In 2023/24 the City continued to review and update the Generic Plan of Management 2012.	On Track

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

In FY24, the City's Community Tennis Centres offered a variety of programs and events. Highlights included school holiday camps, round-robin Hot Shot tournaments, and free programs such as LGBTQIA+ social tennis and The Settlement's after-school tennis program. Key partnerships with Buckingham House supported mental health initiatives, while Activate UTS promoted female participation through the Women in Sport Program. The Annual Community Championships in December, featuring 23 categories, were supported by local businesses. Other notable achievements were the expansion of partnerships with local healthcare providers for therapeutic tennis programs, community outreach programs for seniors, and collaborations with local schools for after-school tennis sessions. Occupancy across all courts exceeded targets and significantly outperformed industry standards.

On Track

Throughout 2024, the City's pools hosted initiatives including the Migrant Swim Program, which focused on water safety and swimming skills for refugees and migrants, and the Empowerment of Women in Sport Summit, which addressed barriers to female sports participation. Community Network Forums concentrated on the needs and barriers for seniors. The centres also hosted a Seniors Festival, offering free entry, additional classes for seniors, information talks, and social breakfasts. The delivery of the Trans and Gender Diverse Swim Event promoted inclusivity for diverse communities. Additionally, Healthy Lifestyle information sessions presented by Diabetes Australia were well-received. The annual Centre open days offered free entry and showcased the centres with an increased focus on holistic health and wellbeing.

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

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Green open space under the City's care and control	m2	-	-	-	-	-	-	215.73	215.73	Over 215ha of parks and green streetscapes is managed by the City of Sydney. There has been a 1ha increase in the past year due to new streetscapes and traffic treatments.	Indicator Only

Access to pools and sporting facilities

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	97.25	93.25	85	92	98	97	95	95.5		On Track
Attendances at aquatic and leisure centres	000	1,054.71	1,798.77	-	452	520	583	443	1,998	Full-year attendance reached 1.99 million, reflecting an 11.1% increase from last year and 8% ahead of target. This increase was primarily driven by continued growth in health and fitness memberships.	Indicator Only

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	90	90	-	90	88	86	92	92	Throughout the year, we achieved strong participation outcomes, with an average full-year occupancy of 88% that reflects ongoing efforts to optimise space utilisation effectively. Our internal social sports competitions have continued to see significant growth, with an average of 106 teams participating each week—an increase of 19 teams from last year. Notably, the centre has further established itself as a hub for community sports events through collaboration with key hirer groups. Highlights of the year include the hosting of the inaugural Open Day, which attracted over 300 adults and 200 children, and the Mardi Gras Volleyball Tournament, which saw participation from more than 250 individuals.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	77	67	-	70	70	72	68	68	68% consolidated peak occupancy for the year compared to the national average of 25%. This is consistent with last year.	Indicator Only

SD04 Design excellence and sustainable development

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

4.1 The city's liveability will be enhanced through well planned and designed development

Major Programs	Progress To Date	Status									
Inclusive and accessible places											
Investigate new and updated planning controls for universal design, child friendly developments and recognition of LGBTIQ+ heritage in Oxford Street	The LEP/DCP update was endorsed for exhibition by Council in December 2023. It includes draft controls to increase the number of apartments that are universally designed, and to increase the supply of well-located family-friendly apartments. Public exhibition of the proposals is planned in 2024. The City undertook a study of LGBTIQ+ heritage on Oxford Street and identified three potential new heritage items and updates to heritage inventory sheets for existing sites and the Oxford Street Heritage Conservation Area to reflect LGBTIQ+ associations. The new heritage items will be reported to Council in 2024 for public exhibition as part of a heritage planning proposal.	On Track									
Establish a nightlife sound program aimed at managing entertainment sound to support a thriving and vibrant 24-hour economy	In November 2023 the NSW Government passed the 24-Hour Economy Legislation Amendment (Vibrancy Reforms) Bill 2023 and 24-Hour Economy Commissioner Bill 2023. Liquor and Gaming NSW has been established as the regulator for entertainment sound from licensed venues as of 1 July 2024. The City provided feedback to the NSW Government on the implementation of the reforms. The City is continuing the work to develop the City's entertainment sound planning controls and investigate the establishment of Special Entertainment Precincts.	On Track									
Create great places											
Review planning controls for centres, high streets, heritage areas and other strategic precincts to create great places	Reviews of planning controls for Heritage Conservation Areas and the Pymont Peninsula, in response to the NSW Government's place strategy, were reported to Council in December 2023. The draft controls are planned to be exhibited in 2024 following NSW Government approval.	On Track									
Urban renewal											
Develop and implement public domain plans and placemaking strategies for urban renewal areas as required	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square. Facilities are being delivered as part of joint projects with the Department of Education including Green Square School and Community Spaces, which is under construction, and the Alexandra Park Community School sports field that has been completed. Both include amenities for out of school hours community use. Programming of Green Square Plaza and other public spaces in Green Square are ongoing with events and activities as community/ place making initiatives such as markets and performances.	On Track									
Create great places											
Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of footway applications	Days	11.6	23.1	35	19.11	18.2	19.3	22.4	22.4		On Track
Annual investment on acquiring, developing, and enhancing infrastructure and assets	\$M	-	75.43	-	-	-	-	96.38	96.38		Indicator Only

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

Major Programs	Progress To Date	Status
Central Sydney Planning Strategy		
Implement the Central Sydney Planning Strategy to facilitate commercial space and activity	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for a site at 383 Kent Street, aligning with the Strategy, was approved for exhibition by Council and the Central Sydney Planning Committee.	On Track

Planning for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The City is continuing to engage with proponents on potential planning proposals under the Central Sydney Planning Strategy and in other areas. Council approved planning proposals for commercial space for a site on Kent Street, Sydney, Elizabeth Street, Surry Hills and Kippax Street, Surry Hills. A planning proposal for Commonwealth Street was completed. The City's Pymont Ultimo planning proposal is awaiting Gateway from NSW Government and will contribute to economic opportunities.	On Track
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Planning for business, industry and economic opportunities

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	257,087	109,568	-	37,398	5,718	2,807	98,631	144,554	Includes major tower in Hunter Street (84,000m ²)	Indicator Only
Commercial development completed	m2	151,967	205,631	-	16,579	54,549	8,007	35,611	114,746	Includes 11,700m ² retail in Crown & Baptist Streets, and 15,100m ² commercial in CBD	Indicator Only

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

Major Programs	Progress To Date	Status
Infrastructure planning, delivery and collaboration		
Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development	The City executed 12 new Planning Agreements with the private sector during the year. The Agreements will deliver substantial new and upgraded public infrastructure including widened footpaths to Botany Rd and Bourke Rd, Alexandria and Lachlan Street, Waterloo and new parks, roads and stormwater drainage in the Epsom Park precinct.	On Track
Review contributions plans to support the delivery of infrastructure needed by new development	The draft Ultimo Pymont Local Infrastructure Contributions Plan will be publicly exhibited soon, alongside draft planning controls for Ultimo and Pymont. Work is currently underway to prepare a new plan to replace the City of Sydney Development Contributions Plan 2015.	On Track

Infrastructure planning, delivery and collaboration

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	16	12	-	6	3	1	1	11		Indicator Only
Voluntary Planning Agreements executed	No.	14	8	-	3	1	4	4	12		Indicator Only

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

Major Programs	Progress To Date	Status									
Design excellence											
Facilitate competitive architectural design processes to achieve design excellence	Since the start of the financial year the City has facilitated the completion of 13 competitive architectural design processes located in Central Sydney, Erskineville, Ultimo, Alexandria, Haymarket, Zetland, Woolloomooloo and Waterloo.	On Track									
Advice from expert panels											
Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	On Track									
Advocacy											
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure on State led urban renewal projects including Central Station and Explorer Street, Eveleigh.	On Track									
Design excellence											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Design excellence competitions completed	No.	-	7	-	-	-	-	13	13		Indicator Only

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

Major Programs	Progress To Date	Status									
Development supports a healthy environment and community											
Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development	Planning controls to increase tree canopy, encourage green roofs and support biodiversity in development have been included with the LEP and DCP Update, reported to Council in December 2023. Public exhibition of the controls is planned in 2024 following NSW Government Gateway approval.	On Track									
Better designed and operated buildings											
Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The City made a submission in June 2024 to the Australian Building Codes Board that addressed energy efficiency changes that are being proposed for the next edition (2025) of the National Construction Code.	On Track									
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls	The City has completed a study of stormwater management and reuse controls. Proposed water efficiency and updated stormwater reuse controls for buildings have been approved by Council for public exhibition in December 2023. Public exhibition of the controls is planned in 2024 following NSW Government approval.	On Track									
Increase resilience through well designed and planned development											
Update floodplain management planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP Update that was reported to Council in December 2023. The proposed planning controls are to manage flood associated risk and achieve good urban design outcomes. Public exhibition of the controls is planned in 2024 following NSW Government approval.	On Track									
Better designed and operated buildings											
Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result Q1	2023/24 Result Q2	2023/24 Result Q3	2023/24 Result Q4	2023/24 Result YTD	Comment	Status
Average time to determine 90% of DA applications	Days	62.9	85.23	55	91.24	86.5	85.6	84.4	84.4		Attention Required
Average processing time for construction certificates	Days	7.98	9.96	10	9.5	10	12	10	10.38	A mean average of 10 days was achieved for quarter4. This met the established agreed target.	Attention Required
Average time to determine 90% of S4.55 applications	Days	38.3	48.87	40	47.57	44.5	43.7	42.77	42.77		Watch
Median (net) assessment time to determine DA & S4.55 applications	Days	52	64	45	62	60	61	61	61		Attention Required
Outstanding DA & S4.55 applications over 100 days	%	19.4	35.6	20	26.3	19.6	31.3	19.57	19.57		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
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Public domain and public space programs

Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	The City is advocating for high quality and co-ordinated public domain outcomes for metro station precincts, Central Station planning and the Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces for people to recreate.	On Track
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Reallocation of street space

Support the implementation of the pedestrianisation of George Street and relevant city streets	The City continues to work with Transport for NSW (TfNSW) to deliver the remainder of the George Street pedestrian boulevard between Hunter and Alfred Streets. Construction has commenced and is well underway.	On Track
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Partnerships to improve road safety and reduce traffic

Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	<p>The City continues to work with Transport for NSW to reduce speed limits to a maximum 40km/h on all roads within the City of Sydney. TfNSW is responsible for approving changes to speed limits. The City has accepted a funding offer from Transport for NSW under the 2023/24 Safe Speed Program to implement 40km/h on all local and regional roads in Glebe, Forest Lodge, Beaconsfield and Waterloo. The City submitted signage plans for approval to TfNSW in April 2024 and has received in-principle approval but not final sign-off. Once the changes are complete (estimated August 2024), all local and regional roads in the LGA will have a speed limit of 40km/h.</p> <p>The City will continue to advocate for 40km/h on the state road network within the LGA. The City has also applied to Transport for NSW for a 30km/h speed limit in the existing city centre 40km/h High Pedestrian Activity Area, consistent with Action 15 in the City's Access Strategy and Action Plan.</p>	On Track
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Public domain and public space programs

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Length of streets across the local government area with a speed limit of 40km/h or less	Km	328.82	328.82	-	328.82	328.82	328.82	328.82	328.82	328.82	There has been no major changes to speed limits in the past 12 months. However, the City has accepted a funding offer from Transport for NSW under the 2023/24 Safe Speed Program to implement 40km/h on all local and regional roads in Glebe, Forest Lodge, Beaconsfield and Waterloo, the last remaining local and regional roads in the LGA.	Indicator Only

Reallocation of street space											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge	m2	3,365	3,858	2,000	3,078	1,229	80	1,618	6,005	Large scale footway and traffic safety improvement programs provided additional opportunities to increase greening.	On Track

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

Major Programs	Progress To Date	Status
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Promote public transport solutions

Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central	The City has been advocating on this issue since 2018. The City released its Access Strategy and Action Plan – Continuing the Vision at the June 2023 meeting. Action 6, Metro as a Catalyst, includes advocacy for the Metro West extension to Zetland. The City made a submission to the NSW Parliament's Metro West Inquiry, focussed heavily on the arguments for extending the line to Zetland ASAP (the Lord Mayor and a senior staff member subsequently gave evidence at an Inquiry Hearing on 13.10.23). Senior City staff also attended a workshop with leaders of the NSW Government's Independent Metro Review, with a strong emphasis on the priority for Metro to Zetland as part of any review of Metro West. Advocacy included a station for Central as part of the extension. In late 2023, following its Independent Metro Review, the NSW Government announced there was no formal commitment to extending Metro West from Hunter Street, including to Zetland. Despite this, the City will continue to advocate for this important project. There are no current external processes providing opportunities for City to advocate for the Metro West extension to Central and Zetland. The City is considering its next steps.	On Track
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5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area

Major Programs	Progress To Date	Status
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Improve safety, connectivity and amenity

Develop and oversee a program of pedestrian crossings to make walking safer and easier	The City has developed and is trialling a needs-based approach for prioritising pedestrian crossings based on land uses, and gaps in the walking connectivity. The City continues to undertake Walking and Place studies to identify further areas for crossing improvements in targeted precincts. The Walking Strategy and Action Plan, adopted June 2024, provides a remit to double the number of pedestrian crossings installed over the next 10 years. The changes to approval processes made possible by the NSW Government Delegations relating to streets could also provide some opportunities for accelerating a program to deliver pedestrian crossings in some locations, however the City is still developing internal processes to implement the Delegations. In the interim, all new crossing proposals will continue to go to the Local Pedestrian, Cycling and Traffic Calming Committee for consideration.	On Track
Deliver improvement works in the Central Business District, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving	The 2023/24 Central Business District Streetscape Improvement program included granite paving in Clarence, Goulburn, and York Streets and installation of 9 Smartpoles and LED lighting on Barrack, Sussex and Goulburn Street.	On Track
Implement priority public domain improvements from the Liveable Green Network strategy	The City continues to deliver actions from the Liveable Green Network (LGN) strategy through our footpath renewals and upgrade programs, pedestrian access improvement programs, cycling programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Crown Street was also prioritised for upgrade as a village main street and LGN pedestrian priority network route. The Crown Street upgrade incorporates wider footpaths, greening, additional trees and street furniture in accordance with LGN improvement principles.	On Track

Encourage and monitor walking participation

Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking

The City's Walking Strategy and Action Plan was adopted in June 24. In addition to continuing existing programs of walking and public domain improvements worth around \$28 million per year, the action plan includes a number of further initiatives to increase our commitment to improving the walking experience. This includes updating our design guidance, improving how road rules relate to people walking, developing a code of practice to minimise the impacts of construction activities on people walking and advocating for improved priority at signals and reduced speed limits.

On Track

Advocacy

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

The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, increasing space and improving quality of the public domain for people walking. These items are all key actions in the City's Walking Strategy which was adopted in June 2024.

On Track

Improve safety, connectivity and amenity

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	13	24	10	4	1	3	8	16	Large scale traffic safety improvement programs provided additional opportunities to deliver more pedestrian safety and traffic calming installations.	On Track
Footway renewed	m2	14,687	14,193	10,000	7,541	4,594	266	5,911	18,312	Large scale footway and traffic safety improvement programs in FY24	On Track
New granite infill paving	m2	1,500	906	1,500	464	0	700	2,015	3,179	Additional scope delivered due to earlier than expected TfNSW approvals as well as sites being available earlier from developers.	On Track

Encourage and monitor walking participation

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Walking counts at key locations in the Local Government Area	No.	503,442	666,972	-	-	743,439	-	736,000	739,719.5	Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to March 2024 is 46% showing very strong recovery post covid. The aim of this measure is to track the increase in pedestrian activity across the LGA. The measure includes both weekend and weekday counts, and the sites have been selected so that there is one on each village high street and four in the city centre. The Q2 2023/24 figure was incorrectly reported as 48. That has been corrected to 743,439.	Indicator Only

5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Major Programs	Progress To Date	Status
Safe, connected cycleways		
Implement cycleways within our local area as per the future bike network approved by Council	<p>Construction is underway on:</p> <ul style="list-style-type: none"> - Castlereagh Street streetscape upgrade and cycleway - Oxford Street and Liverpool Street cycleway - Glebe to Ultimo cycleway - Ashmore to Green Square Connector cycleway <p>Cycleway projects in the design phase include: Ultimo to Surry Hills cycleway, Rosebery quietway, King to College connection, O'Dea Avenue cycleway and Wellington Street cycleway.</p> <p>We consulted the community about the Surry Hills to Central quietway.</p>	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 Government Area. Projects such as the City South Bike network link at Kelly and Mary Ann Streets, as well as the renewal of shared path line marking and signage, were all priority works this financial year.	On Track
Collaboration		
Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	<p>City staff continue to work to get Transport for NSW (TfNSW) to fix key missing links with neighbouring councils, such as:</p> <ul style="list-style-type: none"> - The state road section of Wilson Street in Newtown, between King Street and Erskineville Road - Bridge Road Glebe - Sydney Park Road - Alexandra Canal - Sydney Harbour Bridge southern exit - Flinders Street <p>The City wrote to TfNSW asking for an increase in the funding allocation for the NSW Get Active grants program to meet continuing high demand from councils. We are also providing advice and input to TfNSW for the business case for the Strategic Cycleway Corridors.</p> <p>City staff continue to provide advice and guidance for neighbouring councils.</p>	On Track

Encourage and monitor cycling participation

Encourage bicycle riding in our local area

This financial year, we held a total of 72 Share the Path onsite education sessions, including 884 free tune-ups, and 2605 maps and 466 bells were distributed. We also held events for ride to school day with Crown Street PS and Fort Street PS, and ran activities at Forest Lodge PS for world earth day.

On Track

Cycling course attendance this year:

- 106 at the Cycling in the City course
- 100 at the individual Cycling in the City course
- 51 at the Rusty Riders course
- 87 staff completed the staff cycling course
- 176 at the Bike Care & Maintenance course
- 105 school children did the schools course
- 2079 young children attended Balance Bike Clinic

We held Try an E-bike events in Sydney Park, Green Square and Erskineville to give residents in different areas a chance to test ride an e-bike and explore the new local cycleways. Hundreds of attendees included strong representation from women and families. We also ran guided rides to connect residents with local history and local community activities, including one in partnership with University of Sydney.

The City of Sydney's Instagram video on 3 June for World Bicycle Day showed the bike route from Sydney Harbour Bridge to Green Square.

Safe, connected cycleways

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	0.54	4.23	2	0	0	0	0	-	Cycleways on six streets are under construction (Castlereagh, Oxford, Liverpool, Kelly and Mary Ann, and Ashmore to Green Square connector). No new separated cycleways opened during the FY23-24 reporting period.	Attention Required
New on-road cycleways provided/upgraded	Km	1.24	0.77	2.6	0	0	2.97	0	2.97	Throughout the LGA 2.42 km of one-way streets were upgraded to allow people riding to travel in the opposite direction to motor vehicle traffic and 0.55 km of streets were upgraded with the removal of bicycle shoulder lane markings and proper placement of bicycle symbols in the centre of the travel lane.	On Track

Encourage and monitor cycling participation

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cycling counts at key intersections around the City of Sydney. Baseline March 2010 19,152	No.	37,107.5	42,556	-	-	50,439	-	51,271	50,855	There were 51,271 instances of bikes observed at 68 intersections during the counting period (6-9am+4-7pm) on the count date in March 2024. This represents +168% growth over the count in March 2010 (more than two and a half times as many bikes observed). The previously reported figure for December 2023 has been revised.	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney	%	4	9	-	-	13	-	2	2	At the March 2024 count there were 2% more bikes counted at key intersections than at the October 2023 count. The March 2024 count is an increase of 5 percentage points, to now +168% over the count in March 2010.	Indicator Only
Attendees at cycle safety courses	No.	127	267	-	63	41	87	66	257	The previously published data for the December quarter period has been revised.	Indicator Only

5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Major Programs	Progress To Date	Status									
Efficient freight and servicing											
Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution	The City continues to explore the opportunities for shared off-street docks through the planning and development system.	On Track									
Manage parking and kerbside space											
Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	The City is undertaking final review of time limits and permits, to ensure the Policy reflects the City's future needs post-Covid.	On Track									
Manage the demand for parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage turnover. Rangers proactively monitor parking across the LGA to regulate controls.	On Track									
Manage parking and kerbside space											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	289,016	253,433	-	-	107,486	-	118,144	225,630		Indicator Only

SD06 An equitable and inclusive city

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

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Major Programs	Progress To Date	Status
Partnerships, self-determination and reconciliation		
Ongoing implementation of the Stretch Reconciliation Action Plan	The Stretch Reconciliation Action Plan (RAP) is being implemented with updates reported quarterly at meetings with the RAP working group. An annual report is provided to Council and the City's Aboriginal and Torres Strait Islander advisory panel. Reconciliation Australia supported an extension of the Stretch RAP until November 2024. The City's next Reconciliation Action Plan is in development.	On Track
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	The City continues to hold meetings with the local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives including promoting opportunities within the City such as the Aboriginal and Torres Strait Islander collaboration fund. This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area. The City's Aboriginal and Torres Strait Islander advisory panel is an important relationship with community members who continue to provide advice and guidance on City activities.	On Track
Enable self determined, culturally safe spaces		
Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street	119 Redfern Street was officially opened on Saturday 11 May. An Identified Manager Aboriginal Programs has been appointed, and staff are working with the Aboriginal and Torres Strait Islander community to develop and deliver programs from the space that meet community need.	On Track

6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
Inclusion		
Implement the Inclusion Disability Action Plan	<p>Highlights include:</p> <ul style="list-style-type: none"> • 18 Auslan and English story time sessions, 11 Auslan interpreted talks and workshops, with 2,452 views of Auslan and English Storytime videos • Programs and events for International Day of People with Disability across the City's community facilities • Over 76,000 views of 5 videos exploring the lives of young people with disability • There were 4,818 views of the Accessibility Map • 70 attendances at a "Good access is good for business" breakfast • 55 funded creative projects delivered over 1,333 events and activities catering for audiences with disability, including 128 artists with a disability • \$17.80 million was spent on upgrades to pedestrian access with 18,312 m² of footpath, 75 new kerb ramps, and 16 pedestrian and traffic calming installations, while 20 new mobility parking spaces were installed • The City was reaccredited as a Disability Confident Recruiter for a third successive year and won the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion • New public access computers were installed with improved accessibility features 	On Track

Support community needs

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

Libraries welcomed 20,157 new members over this period. Attendance grew 18% this year across all branches, noting that Waterloo and Newtown were both closed for some of the year due to building upgrades. There was also 18% growth this year in items accessed by our communities. The home library service made 1,432 deliveries, there were 254,798 library app launches and our online service team supported 23,424 interactions.

On Track

Libraries continue to collaborate with community centres, providing weekly digital skills group sessions and participating at community events and festivals.

Inclusive and accessible programs and services

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

The City delivered a range of programs that provided affordable and inclusive opportunities for the community to come together and participate in creative activities, talks and workshops while building social connections. Feedback remains strong, 94% of respondents felt programs were accessible and 90% felt welcome and included within programs. A total of 15% identified as living with disability. Accessible program highlights include Arts Clubs for over 55's and kids at Ultimo Community Centre, Elders Stories in clay program at Redfern Community Centre, Reconciliation Week choir events at Ultimo Community Centre and Green Square Library and Aboriginal and Torres Strait Islander LGBTIQ+ poetry readings at Darling Square Library.

On Track

Support community needs

Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	89,858	78,636	-	71,472	69,617	70,827	69,685	69,685	Active members number is stabilising following 25% decrease from July 2023 following change of renewal arrangements implemented during the pandemic. Members with expiring accounts are contacted and invited to renew their membership.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,126.29	1,551.62	-	445.09	461.75	473.18	457.76	1,837.79	An 18% growth this year in items accessed by our community.	Indicator Only
Attendance to City libraries	000	367.2	831.96	-	253.3	223.8	265.49	241.73	984.31	An 18% growth this year in attendance across all branches. Noting that Waterloo and Newtown were both closed for some of the year due to building upgrades.	Indicator Only

Inclusive and accessible programs and services

Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	4,491	8,148	-	2,229	1,972	2,201	2,380	8,782	This represents an 8% increase compared with the same year to date figure last year.	Indicator Only

6.3 Everyone benefits from equitable economic growth and has financial security

Major Programs	Progress To Date	Status									
Build community skills and capacity											
Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth	The surveys, case studies and reports section of the City's website contains the latest data for external users. This includes the 2023 Housing Audit and 2023 Residential, Commercial, and Visitor Accommodation Monitors. The 2021 Census results have been updated on both the City's main and Census websites. The City's Floorspace and Employment survey is now complete and data is currently being analysed for public release in Q1 2024/25. Local business groups, peak bodies, and education institutions, will be offered briefings on the findings.	On Track									
Advocate to ensure everyone can afford the essentials of daily life, from healthy fresh food through to services such as health care and education	The City continues to advocate for equitable access to the essentials for daily life. This includes advocacy for an increase in affordable and social housing, through the work on development proposals such as Waterloo South. The City also continues to advocate for access to fresh, nutritious and affordable food working closely with local community organisations and services, and directly through its Food Support Grant program. The City offers programs to support community connection and wellbeing through its facilities and libraries, and program of improvements in parks and open spaces. The City also supports a wide range of forums including a quarterly forum with Domestic Violence NSW and NSW Police to coordinate actions to respond to, and reduce domestic and family violence in the local area.	On Track									
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	The City continued to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff. This year, the City achieved its target of 3% Aboriginal and Torres Strait Islander employment and created an additional Aboriginal and Torres Strait Islander Identified role, Workforce Officer - Aboriginal and Torres Strait Islander inclusion to support implementation of the workforce strategy. The City will work with Aboriginal and Torres Strait Islander staff to implement the City's cultural awareness training e-learn.	On Track									
Build community skills and capacity											
Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	3,525.07	3,583.15	-	872.6	849.42	860.05	995.81	3,577.87	This includes revenue forgone through the Accommodation Grants program.	Indicator Only

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	4,757.88	5,177.96	-	2,535.65	2,145.15	243.06	67.45	4,991.31	This year a total of 158 Social grants were approved by Council. These projects were awarded through the City's Community services, Aboriginal and Torres Strait Islander collaboration fund, Food Support, Festival and events sponsorship, Innovation and ideas, Quick Response, Street Banner Sponsorship, and Venue hire support grant programs. This includes support to Redfern Youth Connect to deliver programs that keep Aboriginal young people safe and engaged, and Workventures to provide refurbished smartphones, laptops and mobile data to disadvantaged individuals in the local area and supporting the Official Opening of Qtopia Sydney in Darlinghurst. Previously reported data for Q1 2023/24 has been revised.	Indicator Only

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

Major Programs	Progress To Date	Status
Community engagement		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	Our Community Engagement Strategy describes the role communities play in our decision making processes, and includes our community participation plan which describes the public exhibition and notification processes for land use planning matters. An easy read version is available on the City's website. An accessible guide to decision-making at Council is also available online. 24 projects across a wide range of business areas were open for consultation between January and June 2024. City Engagement delivered 6 social housing meetings in Glebe/Ultimo/Pymont, Erskineville / Alexandria, Redfern, Surry Hills, Waterloo, and Woolloomooloo. In addition, City Engagement delivered an Affordable, Social and Inclusive Housing Forum on 7 March 2024 at Sydney Town which was attended by over 135 Mayors, Councillors and senior staff, and community housing providers across metropolitan Sydney. All engagements are conducted in line with the City's Community Engagements Strategy.	On Track

Provide inclusive, clear, accurate and accessible information to the community

Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city

This year we produced a wide variety of communications that reflect and reach our diverse communities, including their stories and images. These include:

On Track

- more than 60 e-newsletters with details of activities and events for young people, older people and non-English speakers
- campaigns to promote events and activities in local Aboriginal and Torres Strait Islander communities, including NAIDOC Week, National Reconciliation Week and the opening of 119 Redfern Street
- a multi-channel campaign to promote a Yes vote in the Voice to Parliament referendum
- campaigns to promote LGBTIQ+ activities and events including Mardi Gras, Pride Month, Wear it Purple Day and IDAHOBIT
- promotion of events and activities in the Haymarket area including Sydney Lunar Festival celebrations, capital works projects to revitalise Dixon Street and the new Haymarket grant program
- promotion of important cultural celebrations and events including Refugee Week, Australian South Sea Islander Recognition Day, Ramadan and Holi, and social cohesion events like the Australian Sports Program and anti-racism training
- promotion of programs and initiatives to support the international student community, including the Lord Mayor's welcome event and the international student ambassador program
- promotion of accessible events and initiatives including International Day of Disability, Good Access is Good Business, Auslan story time and updated inclusive and accessible event guidelines.

Council elections

Ensure all electoral processes are well managed and meet legislative requirements

Following legislative change by the state government in September 2023, the City now has the same responsibilities to its non-residents as every other local government authority in New South Wales and has fully transitioned to meet its current obligations. New processes have been documented and new management roles are in place to ensure the City meets all legislative requirements.

On Track

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

Major Programs

Progress To Date

Status

Equitable access to technology

Deliver free access to technology throughout our community facilities and relevant programs to support digital literacy

Free access to technology was delivered through our community facilities and programs to support digital literacy including

On Track

- 384,830 free Wi-Fi sessions via public Wi-Fi across 10 library locations. Free Wi-Fi is also offered in 12 community centres and in education and care services
- 113,546 PC sessions across 10 library locations. Free public access computers are offered in five community centres and in education and care services
- 23 sessions delivered to improve digital literacy and inclusion in our libraries and community centres
- Upgrade of 132 PCs (including 5 PCs specifically for children) and 17 multi-function devices and installation of 85 new laptops and 20 iPads across the network.
- 237 Public access computers and 19 multifunction devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite.

6.6 There is equitable access to education and learning opportunities

Major Programs	Progress To Date	Status
Capacity building		
Ensure equitable and affordable community access to education programs through our libraries and learning programs	<p>A range of equitable and affordable programs were offered to the community through our community centres and libraries to provide education and learning opportunities.</p> <ul style="list-style-type: none"> • Highlights include: • 19,918 attendees at 487 face-to-face early literacy programs including Auslan Storytime • 247 attendees at 4 face-to-face Mardi Gras Rainbow Families StoryTime • 2.3m viewers online for National Simultaneous Storytime and 400 attendances at the Indigenous Science Experience Community day at Redfern Community Centre • 376 attendees at 21 programs developed and delivered in our libraries, including 100 young people at the Young Gamers take Customs House Youth Week event • 50 library outreach events with 1,344 attendees • 17 library tours and 10 online book club meetings • 82 targeted programs to enhance life and civic participation including singing, English conversation, creative writing, computer classes and food preservation classes • 112 attendances at 13 sessions across our centres to engage older people in lifelong learning, including English, singing, recycling and reuse masterclass, cooking classes and seniors rights • 12 programs specifically addressing digital literacy in community centres 	On Track
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and outside school hours care services	<p>The City's education and care services have supported 845 children to access services including long day care, occasional care, pre-school and outside school hours care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 58,006 sessions of care across City operated services with 18,085 (31%) sessions being offered at a discounted rate or free • a range of educational and recreational programs, workshops and excursions to local places of interest including aquatic centres, cinemas, theatres, museums, parks and gardens and incursions like magic and reptile shows • Participation in a range of family events including the Annual Early Childhood Athletics Carnival, an end of year BBQ's, morning and afternoon teas and cultural days • a range of celebrations including Educator Days, Book Week, Science Week, Dental Week, Children's Week and National Aboriginal and Torres Strait Islander Children's Day • a range of programs to increase social cohesion including celebrating Lunar Festival and Harmony Day and work to embed Aboriginal Cultural curriculum into daily practice. 	On Track

Capacity building

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	853	851	-	559	47	191	48	845	The full year figure is comparable with the same period last year.	Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the City	No.	7,427	6,746	-	-	-	-	6,721	6,721		Indicator Only
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)	No.	53,766	56,802	-	14,850	14,113	13,184	15,860	58,007	This represents a 2% increase compared with the same year to date figure last year.	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care) that were discounted or free	%	44.31	34	-	32	32	31	31	31		Indicator Only
Discounted and free sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)	No.	22,833	22,473	-	4,701	4,471	4,031	4,882	18,085	This represents a 24% decrease compared with the same year to date figure last year. This decrease is a result of fewer enrolled families being eligible for NSW government funded discounts or free sessions.	Indicator Only

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

Major Programs	Progress To Date	Status
Research, collaborate and investigate		
Coordinate research and strategic work on local food security and urban food systems to establish priorities, roles and pathways to guide future policy, advocacy and resource allocation	<p>Support for local food security and urban food systems continues to be delivered through our City Farm, network of community gardens, meals on wheels, cooking programs in community centres, and food waste initiatives. This includes a trial for the first time in NSW, which will see black soldier fly larvae turn residential food scraps into protein-rich animal feed and fertiliser.</p> <p>The City has joined 280 cities from across the world as a signatory to the Milan Urban Food Pact, guided by a framework of governance, sustainable diets and nutrition, social and economic equity, food production, food supply and distribution and food waste. The City is currently developing its first Sustainable Food Systems strategic statement and workshops have been held with stakeholders to understand the priorities, challenges and opportunities in the local area to inform this work.</p> <p>City staff have also participated in the International Food Governance Conference, and Nourishing Connections food equity symposium organised by Aboriginal Affairs NSW. The City also continues to be a member of the Australian Food Network.</p>	On Track

Improve food security

Enable community responses to improve food security through grants, partnerships, and collaborations	<p>The City has supported 27 food-related grants with a total of \$1,793,339 in cash and value-in-kind through the Food support, Community services and Quick response grant programs. Since July 2023, through the Food support grant program the City has funded 21 community organisations who provide support to over 200 agencies. To date, these grant recipients have provided 621,678 kg of food, 209,329 meals, and \$44,610 worth of vouchers. This reflects 158,093 occasions of service and 236,110 kg of rescued food. The City coordinates the Food Operations Working Group which has improved access to fresh produce by connecting wholesalers and businesses to local organisations. Members collaborate on grant applications, share resources, and connect to the broader food system to develop circular solutions. The City has also facilitated a partnership with Sydney Markets which has enabled First Nations Response to access over one tonne of fresh produce weekly.</p>	On Track
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Improve food security

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	48,086	40,690	-	10,688	10,782	11,163	11,842	44,475	This represents a 9% increase compared with the same year to date figure last year.	Indicator Only

SD07 Resilient and diverse communities

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

7.1 Communities are connected and socially cohesive

Major Programs

Progress To Date

Status

Strengthen social cohesion

Foster cross-cultural awareness, tolerance, and connections among people from diverse cultural backgrounds including through services, programs, events and targeted initiatives

Services, programs, events and targeted activities were offered across the City to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds.

Highlights include:

- 125 attendances at a Reconciliation Week events at Redfern and Ultimo Community Centres
- 950 attendances at monthly Redfern and Glebe Community BBQs
- 140 attendances at anti-racism programs and workshops
- 150 attendances at Australian Sports Program events engaging newly arrived people to learn about Australian culture through sport
- 176 attendances at four Refugee Week ambassador speaker events
- 89 participants in the International Student Leadership Ambassador Program
- 200 attendances at a community event with the Aboriginal Medical Service to celebrate NAIDOC Week
- 45 people attended a lunch to celebrate the 58th anniversary of the Cliff Noble Community Centre in Redfern
- 400 people attended the National Indigenous Science Education Program Community Day at Redfern Community Centre
- 120 attendances at an Aboriginal Star Stories of the Dreaming event in Green Square Amphitheatre
- 230 attendances at Lunar Festival events, 32 attendances at a St Patrick's Day event in Green Square and 28 attendees a morning tea to celebrate Diwali at St Helens Community Centre, Glebe

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 who identify as LGBTIQ+, new migrants and international students

A wide range of low and no cost programs and activities were offered through our community centres and other locations across the City to support community members at risk of loneliness and isolation.

Highlights include:

- 885 attendances at community centre end of year events and 390 at the Lord Mayor Senior's Christmas Reception
- 657 attendances at Youth Week events
- 674 attendances at programs and events supporting LGBTIQ+ communities including 150 at an event in Prince Alfred Park
- 1,358 attendances 19 international student programs and events
- 138 attendances at walks to Blackwattle Bay, Barangaroo, Mrs Macquarie's Chair and Centennial Park and 80 attendances at walks in Green Square
- 1,236 attendances at "mums and bubs" programs at Reginald Murphy Community Centre, Potts Point and St Helen's Community Centre, Glebe
- 361 attendances across seven events at Community Centres for RUOK day
- 39 attendances at the Green Square Social Day
- 1,944 attendances at Seniors Festival programs and events, including 515 attendances across all community centres

On Track

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

Major Programs	Progress To Date	Status									
Equity and affordability											
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	<p>A range of programs were offered to ensure community social inclusion, connection and participation. A total of 227 programs were offered, with 298,470 people attending.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 131,788 attendances at targeted programs to improve community health and wellbeing • 151 programs to increase inclusion and diversity • 64 programs to support participation of people with disability • 12 programs in community centres to improve digital literacy and inclusion • 78 attendances at the JNC Art group where participants designed their own tote bags • 48 attendances at Connect Sydney training and capacity building workshops for Aboriginal and Torres Strait Islander organisations and communities • 1,944 attendances at 17 Seniors Festival programs and events • 35 attendances at a recycling household items information session at Ultimo Community Centre in Cantonese and Mandarin • 100 attendances to celebrate Australian South Sea Islander Recognition Day • 75 attendees at the Pyrmont Street Soccer program • 10 attendees at a Sing a Long session at Cliff Noble Community Centre, Alexandria led by a 90 year old Choir leader 	On Track									
Accessibility and inclusiveness											
Manage the property portfolio to ensure that planned upgrades to community facilities make spaces more inclusive to all and optimise community needs	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs. Upgrade and renewal works are underway at Pyrmont Community Centre and Newtown Library.	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 fieldwork and data collection for the City's Community Wellbeing Survey has now been completed. There were over 3,000 responses, including from priority communities including social housing residents and Aboriginal and Torres Strait Islander community members. The collected data is being analysed and the results will be included in the Community Wellbeing Indicators Report which will be publicly released in Q1 2024/25.	On Track									
Equity and affordability											
Key Performance Indicator	Unit	2021/22 Result	2022/23 Result	2023/24 Target	2023/24 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Percentage of bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	-	-	-	65	67	68	68	68		Indicator Only
Overall attendance at City Spaces	No.	125,212	260,748	-	74,264	77,892	69,962	76,801	298,919	This represents an increase of 15% compared with last year.	Indicator Only

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Resilience and climate risk management planning				
PR020259 - Develop and implement the City of Sydney area Resilience Strategy	2023	100	The City of Sydney Resilience Strategy 2023-2028 was adopted by Council on 11 December 2023	Complete

Major Programs	Progress To Date	Status
Resilience and climate risk management planning		
Partner with regional governments, business and the community to facilitate development and delivery of the second Resilient Sydney Strategy for the Greater Sydney region	The process to develop the new Resilient Sydney strategy (2025-2030) is at 75% completion. During May, April and June, stakeholder workshops were held with experts in the culture and arts sector, emergency services sector and with leaders from the multicultural sector from across Greater Sydney to inform the new resilience risk assessment. Information from the sessions is being used to update the shocks, stresses, vulnerable assets and megatrends of Greater Sydney. During June, two deliberative community workshops were convened in different locations of Greater Sydney to inform the strategy. Community members identified the core challenges, vulnerabilities and strengths that determine resilience for them.	On Track
Implement the City's Floodplain Management Policy and plans and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	The City has an adopted interim floodplain management policy. The policy is being implemented through the development approval process. This policy along with the Development Control Plan (DCP) and Local Environment Plan (LEP) are being reviewed to ensure compliance with the current amendment to the planning regulations. The City continues to work collaboratively with asset owners and developers with regards to ensuring that flood risks are appropriately managed.	On Track

Support communities to build capacity and capability for resilience		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	In September the City hosted an Emergency Ready Week event for Waterloo social housing residents in partnership with the NSW State Emergency Service, Australian Red Cross, and NSW Fire and Rescue. Over 60 residents engaged with first responders to access Redi Plans and other resources to assist them to prevent and prepare for emergencies. In February the City partnered with Counterpoint Community Services on the annual Summer on the Green event at Waterloo, over 350 social housing residents attended. Emergency response and recovery services attended on the day to host community engagement stalls to provide information and advice. Residents surveyed reported that as a result of attending the event; 81% said they knew where to get help if they needed it.	On Track
Support communities beyond our local area and international communities experiencing emergency situations	This year, 5 donations were approved by Council for a total of \$135,000. This includes donations to support Lifeline Northern Beaches for the community impacted by the Bondi Westfield Critical Incident, CARE Australia to support Papua New Guinea landslide recovery, Australian Red Cross to assist people in the middle east region, UNICEF Limited to support the children's emergency appeal in Libya and Oxfam Australia to support the Morocco earthquake appeal.	On Track

7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
Economic diversity		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	This year a total of 18 grants were approved by Council to social enterprises for a total of \$928,445 in cash and value-in-kind. These projects were supported through the City's Food Support grants, Community services, Creative grants, Festivals and events sponsorship and Innovation and ideas grants. This includes support to Blax Capital a financial services body launching the Indigenous Gender Lens Fund to support female-led Indigenous businesses, Plate It Forward, a food based collective that works with diverse communities experiencing long term unemployment, and WorkVentures, an IT social enterprise providing sustainable technology solutions.	On Track
Economic resilience		
Contribute to metropolitan and state-wide strategic economic planning	<p>The City continues to contribute to state-wide economic planning outcomes. The City is drafting the new Economic Development Strategy 2025-2035, incorporating feedback from various stakeholders, including the City's Business Advisory Panel, NSW Government agencies, peak bodies, and the community. The City also participates 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.</p> <p>The City is also the Chair of the Council of Capital City Lord Mayors National Economic Development group and sits on the Tech Central Alliance steering committee that is working to drive the development of the innovation district. The City continues to convene regular meetings with local business chambers and peak bodies.</p>	On Track

7.5 People feel safe in the city

Major Programs	Progress To Date	Status
Collaboration		
Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	The City continues to support the NSW Police with the Street Safety Camera Programs 24/7 operations. At the end of Q4 we had received 1566 applications for CCTV footage with 990 released to support the police in investigating and prosecuting offences. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places	On Track
Embed the NSW Child Safe Standards		
Ensure effective implementation of the NSW Child Safe Standards across our organisation	<p>The NSW Child Safe Standards continue to be embedded into practice at the City including through operational Child Safety procedures in line with the commitments of the revised policy endorsed by Council in September 2022. Highlights include:</p> <ul style="list-style-type: none"> • The Youth Civic Participation Group was consulted on a draft child-friendly policy summary • A new Child Safety refresher e-learning module was rolled out to employees engaged in Child-related work • The Child Safety Policy was reviewed and updated and submitted for Council endorsement • The Corporate Child Safety Risk Management Plan was reviewed, and actions assigned to relevant stakeholders across the City. 	On Track

Community safety

Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, companion animals, noise and unlawful trading

In 2023/2024 financial year City Rangers have spent over 168,923 hours on patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Parking, Development Applications, companion animals, noise, litter and unlawful trading.

On Track

Deliver programs to improve safety for women and gender diverse communities

The City coordinated 4 inner city domestic and family violence forums to collaborate for impact. A total of 195 professionals attended, supported by Domestic Violence NSW, Full Stop Australia, the Centre for Women's Economic Safety, NSW Police, Department of Home Affairs, Mudgin-Gal Aboriginal Corporation, Re-Love, Warringa Baiya Aboriginal Women's Legal Centre, St Vincent's Hospital Sydney, and GambleAware, NSW Aboriginal Women's Advisory Network and ACON.

On Track

The City supported the United Nations 16 Days of Activism initiatives including: Safe Space exhibition at 107 Projects by artist Shelley Watters, the Let's End Domestic Violence Vigil, Lou's Place Empty Shoes Campaign 28 November and Mudgin-Gal's Women Dancing Festival.

Capacity building initiatives for residents and workers to increase awareness of domestic and family violence were delivered including domestic and family violence prevention workshops; Practical skills in responding to people who experience domestic and family violence; Gender and Disaster Australia's one day workshop. The City supported the delivery of LoveBites Respectful Relationship Education for Young People at Inner Sydney High.

Community safety

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people attending community safety events / programs	No.	-	-	-	-	437	-	2,047	2,484		Indicator Only
Percentage of community safety program participants who report an increase skills or knowledge	%	-	-	-	-	100	-	93	96.5		Indicator Only
Percentage of community safety program participants who know where to get help if they need it	%	-	-	-	-	85	-	83	84		Indicator Only

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

Major Programs	Progress To Date	Status
Community led solutions		
Integrate community wealth building within our resilience and economic strategies and use its principles to influence operational activities	The City has continued to build its knowledge and understanding of international and National approaches to Community Wealth Building. This included community engagement during the public exhibition of the City's Draft Economic Development Strategy Discussion Paper that highlighted Community Wealth Building as a concept for the City to consider. Feedback from community on the subsequent draft Economic Development Strategy will continue to shape how the City can support inclusive economic development and community wealth building opportunities (anticipated for release in late 2024).	On Track

Strong Aboriginal and Torres Strait Islander community-controlled sector

Provide support through the City's grants and sponsorship program to Aboriginal and Torres Strait Islander people, groups and organisations to respond to the needs and aspirations of the community	To date, 48 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,936,741 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Food support, Community services, Creative Grants, Innovation and ideas, Festival and events sponsorship, Quick Response grants and Venue support programs. This includes support for Coota Girl's Sorry Day Stolen Generations Community Gathering, Mudgin-Gal's Recognition Celebration, an Aboriginal-led cultural education tour from local Elder James Smith to educators and university students in the UK covering Australian Anthropology and Colonialism in Australia as well as First Nations Response to expand its food relief services in a culturally appropriate and dignified way to Aboriginal and Torres Strait Islander people in the local area.	On Track
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Activity to define the approach and timing of the strategy development and drafting process, is being considered as part of a broader Procurement Transformation project and how it will be embedded into the framework of policies, procedures and processes.	On Track

Strengthen young people's civic engagement

Deliver youth civic engagement programs	<p>There were 122 attendances by young people at 13 Youth Civic Participation Program sessions. Sessions included:</p> <ul style="list-style-type: none">• an asset-based community development training workshop, a leadership training workshop as well as discussion and planning for International Day of People with Disability and Youth Week• Production, with Scope Australia, of five short videos for International Day of People with Disability, promoting community awareness, understanding and acceptance of young people with disability. The videos were posted on Instagram and TikTok and received positive engagement with over 76,000 views on Instagram alone within two weeks.• consultation regarding the City's child safety policies and procedures and the City of Sydney Resilience Strategy• five planning workshops to co-design the City's Youth Week 2024 program and the production of a short video to promote the City's Youth Week program for 2024• the Youth Xpress Youth Week Festival at Redfern Community Centre	On Track
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Strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	-	-	-	-	51	-	76	76	This is the cumulative number of unique suppliers engaged over the whole financial year	Indicator Only
Value of spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,931	1,421.5	2,000	-	801	-	1,169	1,970	The result is generally in line with target	Watch
Grants to Aboriginal and Torres Strait Islander organisations	\$ '000	-	-	-	736.82	760.12	411.13	28.68	1,936.74	To date, 48 grants were provided to Aboriginal and/or Torres Strait Islander individuals, groups and organisations for a year to date value of \$1,936,741 in cash and value-in-kind. These projects were funded through the City's Aboriginal and Torres Strait collaboration fund, Food support, Community services, Creative Grants, Innovation and ideas, Festival and events sponsorship, Quick Response grants and Venue support programs. This includes support for Coota Girl's Sorry Day Stolen Generations Community Gathering, Mudgin-Gal's Recognition Celebration, an Aboriginal-led cultural education tour from local Elder James Smith to educators and university students in the UK covering Australian Anthropology and Colonialism in Australia as well as First Nations Response to expand its food relief services in a culturally appropriate and dignified way to Aboriginal and Torres Strait Islander people in the local area. See commentary above.	Indicator Only

SD08 A thriving cultural and creative life

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

8.1 We value our cultural life and champion our creative industries

Major Programs

Progress To Date

Status

Public art

Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection

A new permanent laneway artwork 'In through the out door' by Callum Morton is now complete, delivered as part of the City Centre Public Art Plan authored by Curator Barbara Flynn.
A migration of the City's public art website 'City Art' is now complete with all public art related content now migrated into the City's corporate website.
In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently being documented for construction.
The City's conservation program is ongoing with a major restoration of the Chinatown Gates in Dixon Street and the Annette Kellerman Murals in Cook and Philip Park Pool underway. Conservation of Wahganmuggulee (Farm Cove) by Brenda L Croft is now complete on the foreshore in the Botanic Gardens. As is the restoration of the Walter Renny, Georgina Street and Sandringham Gates.

On Track

Investment in local creation and production

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

This year a total of 118 Cultural projects were approved by Council contributing to a total of \$2,715,234 in cash and value-in-kind. These projects were awarded through the City's Creative Grants, Festivals and Events Sponsorship, Innovation and Ideas, Quick Response Grants, Aboriginal and Torres Strait Islander Collaboration Fund, Street Banner Sponsorships and Venue Hire Support programs. This includes support for a series of events in Glebe celebrating NAIDOC week, Creative Plus Business Group for a capacity building program to improve the business, strategic planning and marketing outcomes for Sydney based creatives, a Slavery to the Stars book launch and film event in Redfern, and a free urban arts festival for the Woolloomooloo community. Additionally, a total of \$3,130,553 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes Milk Crate Theatre at Alexandria and Kil.n.it Experimental Ceramics Studio in Glebe.

On Track

Sydney is an innovative, creative and global city

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

The City continues to produce events that showcase and celebrate local precincts and communities such as Sydney Streets, Art and About, Sydney Lunar Festival and local Christmas celebrations. Local creatives, suppliers, artists, performers and organisations are engaged for all City events including Sydney New Year's Eve.

On Track

A key highlight included local social enterprise, We Are Warriors, engaged to share First Nations stories, broadcast worldwide as part of Sydney New Year's Eve. This program engaged with some of Sydney's best artists and musicians, film makers and animators.

Prioritise local culture

Implement the City's history and curatorial programs

The City continues to deliver public advice, internal advice and engagement programs to share Sydney's history, heritage and culture with the community. The City contributes research to shape park signage and bespoke history hoardings in the public domain including at Town Hall House. Guided tours of Sydney Town Hall's clocktower, town hall open days and talks for History Week, International Women's Day and Heritage Festival have been delivered. The Barani website continues to be a major access point for Sydney's Aboriginal history. Green historical plaques have been integrated into the Sydney Culture Walks app.

On Track

Connect with and engage the community

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

253 cultural programs were delivered, both online and face-to-face with over 5,340 participants across venues including Pine Street Creative Arts Centre, City Libraries, the Makerspace, Ultimo Community Centre and Redfern Community Centre. Programming recognised dates of community significance such as Heritage Festival, Refugee Week, Youth Week, Pride Month, Reconciliation Week, NAIDOC, International Day of People with Disability and Mardi Gras. Community feedback is strong with 84.5% of respondents saying they learnt something new, 86.5% said the programs inspired creativity, 78% felt that the programs helped them feel connected to the community and 90% felt the programs were accessible. Highlights included Queer Stories, Aboriginal and Torres Strait Islander Poetry readings, an Aboriginal Astronomy Night with Star Gazing as well as Art Clubs, School Holiday programs, Makerspace and creative arts participation activities such as ceramics and print making. The City remains committed to accessibility and many Storytime, talks and workshop programs were Auslan interpreted.

On Track

Investment in local creation and production

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,514.19	2,906.72	-	1,909.44	655.88	99.23	50.68	2,715.23	This year a total of 119 Cultural projects were approved by Council contributing to a year to date total of \$2,715,234 in cash and value-in-kind. These projects were awarded through the City's Creative Grants, Festivals and Events Sponsorship, Innovation and Ideas, Quick Response Grants, Aboriginal and Torres Strait Islander Collaboration Fund, Street Banner Sponsorships and Venue Hire Support programs. This includes support for a series of events in Glebe celebrating NAIDOC week, Creative Plus Business Group for a capacity building program to improve the business, strategic planning and marketing outcomes for Sydney based creatives, 4A Centre for Contemporary Asian Art to present a month-long series of events activating the Haymarket precinct with public art and free accessible events, and a free urban arts festival for the Woolloomooloo community.	Indicator Only

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

Major Programs	Progress To Date	Status
Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation		
Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, curated by Hetti Perkins, to take place over a 10 year period. The most recent project being 'bara', Monument for the Eora by artist Judy Watson. Yananurala, curated by Emily McDaniel, is in development with artist Lucy Simpson carrying out design development of her concept in response to the brief for the first project 'Sitelines and Conversations' which is being developed in partnership with Place Management NSW and project partners including cultural institutions. The project to honour Patyegarang at Tara/Dawes Point is in development with a video to be produced to communicate the project to community. The video aims to involve Aboriginal and Torres Strait Islander communities in informing an artist brief for a public artwork celebrating Patyegarang's gift of Sydney Aboriginal language to William Dawes. The second stage of the Redfern Terrace project which sees the corner terrace on Hugo and Caroline Streets transformed into a living museum of life on 'The Block' is progressing as part of the Redfern Neighbourhood Park upgrades, part of the Redfern Waterloo public Domain Plan.	On Track

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

Major Programs	Progress To Date	Status
Encourage investment in new creative employment space		
Investigate innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	<p>The Cultural and Creative Sector Advisory Panel held seven meetings, the latest of which took place on 23 May. At this meeting, the panel discussed the City's draft Economic Strategy and draft Cultural Strategy. Panel members advised about issues of affordable creative space and housing. The draft Cultural Strategy was endorsed by Council on 24 June and placed on public exhibition.</p> <p>On Wednesday 12 June, the City hosted 'CityTalks: Making space for culture' at Town Hall. The Lord Mayor Clover Moore was joined by the Hon John Graham MLC, Minister for the Arts, Minister for Music and the Night-time Economy and Justine Simons OBE, Deputy Mayor of London for Culture and the Creative Industries along with other cultural leaders from Sydney. The event focused on discussing how ideas such as precinct revitalisation and the establishment of a creative lands trust could support the creative sectors in Sydney.</p>	On Track

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

Deliver cultural programs and liaise with providers to deliver programs	<p>Joynton Avenue Creative Centre, managed by 107 Projects, achieved an occupancy rate of 99% by providing access to 17 subsidised creative spaces for 32 creative tenants on average each quarter. Programming ranged from free Art Somewhere workshops, jewellery workshops provided by tenant The Bench, exhibitions by locals artists and monthly creative Green Square markets. East Sydney Community and Arts Centre, managed by Brand X, achieved an average occupancy rate of 68% this year.</p> <p>A total of 10 Flying Nun showcase programs were presented, with over 1,200 audience members generating \$18,657 in box office for participating artists.</p> <p>The City of Sydney Creative Studios, operated by Brand X includes 30 purpose built creative spaces for artists and arts organisations. A total of 7,534 bookings have been made since the service opened in May 2022 and long-term tenant spaces remain at 100% occupancy.</p>	On Track
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Encourage investment in new creative employment space

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative organisations in creative spaces supported by the City of Sydney	No.	67	75	-	89	68	85	72	72	The City provided 37 spaces to creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program. The number of creative organisations within these spaces fluctuate throughout the year depending on their requirements. In this financial year, Women in Film and Television ended their Accommodation Grant tenancy and Shop 2 in the Corporation Building at Haymarket was leased to 4A Centre for Contemporary Asian Art for activation as additional gallery and event space. Further, two Accommodation Grant Program tenants (Australian Design Centre and kil.n.it Experimental Ceramics) signed a Memorandum of Understanding to formalise their shared goals and creative collaborations.	Indicator Only

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

Major Programs	Progress To Date	Status
Diversity of workers and audiences		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City delivered a diverse range of programs and events, including NAIDOC in the City, a five-week Christmas in Sydney program and the Sydney Streets program that enables local business and local community organisations to activate local high streets across the year. Sydney Lunar Festival has grown to be the largest cultural celebration of its kind outside of Asia. The City also produces capital works launch events, designing each opening to be reflective of the distinct character of the local community.	On Track
Diversity in creative workforce and leadership		
Provide support to a range of cultural groups that offer opportunities for creative participation and enhance creativity in the public domain	A total of 116 Cultural projects were successful in the Festivals and Events, Innovation and Ideas, Quick Response, Venue and Street Banner Support grant programs. A total of \$9,377,316 in cash and \$5,569,438 value in kind was approved. This included support for; a social impact roundtable run by Milkcrate Theatre; Piano+Places; Stories of the Heart by artist Claud Bailey with Wear it Purple; Millers Point Musical; and, Wiradjuri artist Jonathan Jones's untitled (transcriptions of Country) presented at Artspace. Additionally, over \$1.4 million in rent foregone was provided to cultural organisations through the Accommodation Grant Program for long term lease of City spaces, including PACT Centre for Emerging Artists, Tom Bass Sculpture Studio and Firstdraft gallery.	On Track

Diversity in creative workforce and leadership

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative personnel supported by City of Sydney programs	No.	9,024	14,127	-	-	7,361	-	5,893	13,254	Creative personnel have been engaged primarily through creative spaces programs, Major events and cultural programs.	Indicator Only

8.5 There is an increased supply of accessible creative space

Major Programs	Progress To Date	Status
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Stable and affordable creative space

Support and monitor the delivery of cultural space incentivised by the Oxford Street planning controls	The City is assessing several development applications that seek to utilise incentives under the Oxford Street planning controls through the delivery of cultural spaces. One development application proposing cultural and creative floor space is currently under assessment within the Oxford Street Precinct. Three development applications that include cultural and creative floor space were approved in Quarter 4, two of which are within the 3 City-owned blocks under long-term lease.	On Track
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Stable and affordable creative space

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	2,874.25	2,987.74	-	734.44	800.88	798.97	796.26	3,130.55	This includes revenue forgone through the Accommodation Grants program.	Indicator Only

SD09 A transformed and innovative economy

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

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

Major Programs

Progress To Date

Status

Develop and promote the Tech Central Innovation precinct

Work collaboratively with the Tech Central Alliance, Greater Cities Commission and other agencies and organisations to position Tech Central as the driver of place-based innovation

The City continues to work with stakeholders to position the Tech Central area as the driver of place-based innovation. The City meets monthly with Investment NSW which has assumed responsibility for innovation precincts since the Greater Cities Commission was disbanded. The City's Raising the Bar event series was held in April 2024, activating a variety of hospitality businesses in the Tech Central precinct. The City supported the 2024 Cicada x Tech23 Deep-Tech Annual Conference to promote and activate Tech Central through an Innovation & Ideas grant.

On Track

A safe and desirable destination

Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent

The City continues to work closely with Business Events Sydney to support the attraction of domestic and international business events for Sydney. Since July 2023, BESydney has submitted seven new events, and secured five new bids for Sydney which will bring 2,905 delegates across 11,640 delegate days and deliver over \$12.8m estimated direct expenditure to our local economy.

On Track

The City continues to support the 'Sydney Landing Pad Program' in partnership with Haymarket HQ, through a Knowledge Exchange Grant to support the expansion of international tech companies into Sydney. The 2024 program commenced, with 12 international companies selected from 30 applications to participate in the four-week intensive program.

Support local businesses – technology and innovation

Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors

The Business Innovation Program commenced in March and provided 20 local businesses with an opportunity to explore innovative approaches and harness digital technology over a 12-week accelerator program. The program included local retail, food and beverage, tourism and social enterprise businesses from across the LGA. Many of the participants were from our diverse communities including Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities. The Reboot Webinar Series was delivered in partnership with NSW Government over nine weeks with more than 2,000 attendees. The weekly one-hour sessions provided free digital upskilling and training support for small businesses and creatives. Three organisations receiving funding through the Innovation and Ideas grant program commenced their projects including a social enterprise accelerator for founders from Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities, and a leadership program to upskill small and medium sized enterprises in digital ecommerce, international trade and cyber security.

On Track

Support creative industries

Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability

The City collated a regular digest email of support information, funding and collaborative opportunities relating to the sector, which was distributed regularly to cultural tenants and cultural grant recipients. A three-part pilot workshop series focused on engagement with Aboriginal and Torres Strait Islander communities was delivered. The program supports cultural organisations to undertake meaningful engagement with local Aboriginal and Torres Strait Islander communities. Sector support programs funded by City grants included the Making Space for Culture Incubator delivered by Left Bank Co. that involved twenty participants from the creative and property sectors. Business Coach In Residence was delivered from City of Sydney Creative Studios by Sharpe Advisory, in collaboration with Brand X delivering one-on-one and round table sessions for creatives and creative businesses.

On Track

Support local businesses – technology and innovation

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	5,208.19	799.1	-	1,150.2	203.48	19.3	0	1,372.97	This year, 46 economic grants were approved by Council. These projects were supported through the City's Business sector support, Festival and events sponsorship, Innovation and ideas, Knowledge Exchange and Quick response grants. This includes support for Supply Nation for their Connect 2023 conference and tradeshow, Fishburners to develop an early stage startup accelerator program supporting entrepreneurs to build businesses which facilitate the shift to a circular economy and a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise.	Indicator Only
Sydney's Performance Score (Knowledge economy). 2021 baseline of 6/10	No.	-	-	-	-	-	-	5	5	Using the R&D and Innovation scores in the report. Sydney is improving on innovation metrics and now ranks fifth out of the ten peer cities, falling in a cluster of four that include San Francisco, Amsterdam, Stockholm and Toronto. This data is now no longer available. A new KPI to measure Sydney's performance in technology and innovation will be adopted in the upcoming Economic Development Strategy 2025-2035, anticipated for late 2024.	Indicator Only

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

Major Programs	Progress To Date	Status
Innovation and commercialisation of research		
Work closely with the operator of Greenhouse, the City's new business innovation space at Circular Quay to provide affordable workspace, capacity building programming, and access to funding for green and climate tech startups	Greenhouse, a new business innovation hub situated at Circular Quay opened in October 2023. The City contributed \$7M to fitout and \$22M in rent abatement over the next decade through the Accommodation Grant Program. Greenhouse is located at 180 George Street Circular Quay. Operating across three floors, the hub offers a total of 3,800 square meters of affordable workspace, accommodating up to 475 desks and providing versatile event space for the ecosystem to meet. Greenhouse is designed to cater to green economy-focused startups and scaleups, also offering a comprehensive range of high-quality, affordable programs, events, and support services. These initiatives aim to empower Sydney's climate tech startups, helping them expand into global markets and make a positive impact on the green economy and zero-carbon. The City provided Greenhouse with an Innovation and ideas grant to deliver Sydney's first annual Climate Action Week event in May 2024, with 116 events across seven days and over 6,300 attendees.	On Track

Promote and support development of key green sectors

Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders

The City is currently developing its new Economic Development Strategy 2025-2035, which prioritises the transition to a green and circular economy and includes specific actions aimed at supporting Sydney's positioning as a regional hub for sustainable finance. The City has continued discussions with both the Australian Sustainable Finance Institute and the NSW government to further explore this opportunity. The City opened the Greenhouse Climate Tech Hub at Circular Quay in October 2023. This hub aims to foster the establishment and growth of sustainability-focused tech companies and provide a platform to attract more sustainable finance to Sydney. It runs a range of services for sustainability-focused startups, including building business skills and connecting startups to investors and venture capital.

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's Community Profile (Census) and Economic websites have been updated with the latest available data. The Housing Audit and Residential, Commercial, and Visitor Accommodation Monitors are available to download. The Floor Space and Employment Survey and Community Wellbeing Indicator data will be available in Q1 2024/25.

On Track

9.4 Creativity and great experiences fuel the vitality of the city

Major Programs

Progress To Date

Status

Activation of places and precincts

Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming

The City held 13 Sydney Streets events across the LGA with a total of 248 local businesses and organisations extending onto the street with activations such as outdoor dining, stalls, pop-ups and live performances. The City supported 571 artist performances across the events and 63 stalls were offered to businesses impacted by the cancellation of the Mardi Gras Fair Day. Event attendees were surveyed with a total of 757 responses:

- 93% rated their overall experience as good or excellent
- 98% would attend a Sydney Streets or similar event in future.
- 80% of respondents from the suburb where the event was held strongly agreed or agreed the event made them feel more part of their community.

The post event survey with businesses received 143 responses. A total of 83% strongly agreed or agreed they would like the events to continue. Economic spend data at a suburb level recorded an average increase of 4% on the day of the events.

On Track

Streamlined regulation and compliance

Continue to develop the business concierge service by increasing its service offering across a multi-channel environment

The Business Concierge team continued to support the City's Grants program, by assisting applicants with enquiries, and the Sydney Streets program by speaking with businesses in Glebe, Pyrmont, Surry Hills, Haymarket, East Sydney, Redfern and Potts Point, and surveying attendees of the event days.

On Track

Support the visitor economy

Invest in, support and promote major festivals and events that attract local and global audiences which contribute to Sydney's vibrancy	The City sponsored six major festivals, Sydney Fringe Festival, Sydney Festival, Biennale, Sydney Writers' Festival, Sydney Film Festival and Vivid Sydney. These festivals featured some of the best local and international acts for local, interstate and international audiences. From March to June, the 24th Biennale of Sydney, 'Ten Thousand Suns' presented over 1,900 artists from more than 100 countries and attracted over 770,000 visitors. The Sydney Film Festival and Sydney Writers Festival both continue to grow with strong audiences attending the annual events.	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	<p>The City continues to work closely with strategic partners including Destination NSW, Placemaking NSW, Office of the 24-Hour Economy Commissioner, Study NSW, and the wider visitor economy sector to promote Sydney as a destination. The City regularly shares data with our stakeholders, including international visitor arrivals and spend on a quarterly basis. International visitor arrivals to Sydney are rebounding strongly and are at 77% compared with the same period of 2019 arrivals. Local weekly average consumer spend has recovered and is now at 100% of pre-pandemic level, with the highest day in April 2024 being a Saturday at 107% of pre-pandemic level.</p> <p>Total student visa arrivals in the year-to-date March 2024 were 92 per cent of what they were in the year-to-date March 2019. There were 109,730 international student arrivals in the year-to-date March 2024, compared to 118,750 in the corresponding previous year. The main source countries of international students are China, Nepal, India, the Philippines, and Vietnam, which combined account for over 55% of the international student cohort.</p> <p>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 with close to 100,000 visitor interactions in the year to June 2024. The City also supports the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW.</p>	On Track
Develop and deliver tourist information programs to meet visitor requirements	An interactive wayfinding screen is in production for the City's community screen network, to help visitors locate their whereabouts in the city centre. The interactive What's On screens continue to showcase activities for visitors, displayed through the QMS screens.	On Track
Implement projects and programs to support the recovery of the international education sector	<p>Latest figures for the City and Inner South area show 214,643 enrolments from January – October 2023. In the same period in 2019, there were 223,429 international students enrolled in our area. Given the federal government changes to international student visas, visa grant approvals to April 2024, at a national level have decreased over 33% with 268,365 visas granted nationally compared to 403,196 for the previous year. While these are on par with 2019-20 levels, there were 43,7000 visa approvals for the vocational education training (VET) sector which represents a 10-year low while higher education visa approvals remain 25,000 above 2019-20 levels.</p> <p>Events and programs have been delivered throughout the year to support the sector and students. These include the Lord Mayor's Welcome for international students which had 650 attendees from 85 different nations. A new cohort of 65 International Student Leadership Ambassadors (ISLA) have joined the voluntary program to enhance their employability skills and community participation, many of whom volunteer at the Sydney Airport Welcome Desk. Our International Education Forum was held with the theme of Empowering Education, Driving Innovation and Connecting Communities. There were approx. 240 education and business stakeholders who attended.</p>	On Track

Support the visitor economy

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	18	14	-	2	9	8	8	27	Previously reported data for Q2 2023/24 has been revised.	Indicator Only
Events secured	No.	11	16	-	2	2	7	9	20	Previously reported data for Q2 2023/24 has been revised.	Indicator Only
Economic impact of events secured	\$M	53.8	49.1	-	1.7	4.5	20.6	21.1	47.9	Previously reported data for Q2 2023/24 has been revised.	Indicator Only
Delegate numbers of events secured	No.	22,900	11,428	-	420	1,150	3,955	4,410	9,935	BE Sydney notes that incentivised events are trending towards longer stays, so delegate days are comparable to previous years, however delegate numbers are lower. Despite this decrease, the economic impact of incentivised events remains similar. Previously reported data for Q2 2023/24 has been revised.	Indicator Only
Delegate days of events secured	No.	72,200	47,492	-	1,700	4,600	17,440	18,690	42,430	Previously reported data for Q2 2023/24 has been revised.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,706.36	6,639.83	-	300	554.81	3,820.08	1,865.49	6,540.38	This year the City supported 13 major events, including Yabun Festival, Sydney Fringe Festival, City2Surf, Sydney Writers' Festival, Vogue American Express Fashion Night Out, Sydney Festival, Vivid Sydney, Sydney Film Festival, Australian Fashion Week, Biennale of Sydney, Business Events Sydney and Sydney Gay and Lesbian Mardi Gras Parade.	Indicator Only
Domestic visitor overnight trips (number of nights stayed)	No	3,228,093	6,046,176	-	-	2,862,914	-	5,913,943	5,913,943	Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.	Indicator Only
International visitor average number of nights	No.	13.21	13.85*	-	-	13.68*	-	13.99	13.99	Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.	Indicator Only
International overnight visitors	No	128,653*	1,382,149*	-	-	994,582*	-	2,043,269	2,043,269	Data for 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data is now available and has been updated.	Indicator Only
International students studying in the local area	No.	156,767	221,647	-	-	-	-	214,643	214,643		Indicator Only

*data has been revised.

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

Major Programs	Progress To Date	Status
<p>Promote economic activity and local neighbourhood identity</p>	<p>The Oxford Street Pride Business Charter was launched in June 2023 and developed in collaboration with Oxford Street businesses and the LGBTIQ+ community. The Charter supports businesses to adopt practices that are inclusive of diverse LGBTIQ+ communities and celebrate the history and character of the Oxford Street precinct.</p> <p>The City works with a Steering Committee to host networking nights and coordinate collaborative precinct-wide initiatives. To support the implementation of the Charter, the City developed online diversity and inclusion training. This training is provided free of charge to members of the Charter to assist with staff awareness of LGBTIQ+ communities and how to be an inclusive business. In addition, the City supported the “PrideVis” initiative, which provides vests featuring pride flags to be worn by security staff at bars and pubs on Oxford Street. This safety initiative was instigated by the Surry Hills Liquor Accord and supported by the City, NSW Police, the Charter and Rainbow Precinct.</p> <p>The City’s ongoing support for Qtopia Sydney culminated in the official opening on 23 February 2024. This was attended by Prime Minister Anthony Albanese, NSW Premier Chris Minns and Lord Mayor Clover Moore in front of 450 guests at The Cell Block Theatres at National Art School. Qtopia Sydney opened with 18 inaugural exhibitions focused on five major themes – HIV/AIDS, human rights, sexuality and identity, media representation and First Nations Stories. In addition, the City provided a one-year licence to Qtopia Sydney for the Taylor Square substation and underground toilets for the use as performance and exhibition spaces. In March 2024, the City provided Qtopia Sydney a \$100,000 cash grant to support programming, curation and artist fees, associated staffing, and marketing costs. As a result of this, Qtopia Sydney are providing one-year free access to the museum on Sundays.</p> <p>The City has updated the existing rainbow flag crossing on the Bourke and Campbell Street intersection and the existing rainbow pathway in Prince Alfred Park to the Progress Pride flag design. The City has also developed a concept design for a new progress pride crossing at the intersection of Bourke and Forbes street outside Qtopia Sydney (Darlinghurst Police Station).</p> <p>In March 2024, as part of council’s excess land program, the City sold at a significant discount, seven properties to Common Equity NSW to establish Sydney’s first dedicated affordable housing project for transgender women in Darlinghurst. In addition, as part of the City’s Innovation and Ideas grant program, Shelter NSW has undertaken research into the intersectionality of housing needs for the LGBTIQ+ community across the local area. This research will be used to help inform future housing opportunities for people of diverse sexualities and genders within the local community.</p>	On Track
<p>Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining</p>	<p>An internal steering committee has been established to oversee the project and a cross-divisional working group has completed an assessment of all approved sites to assess which may be suitable to make permanent. The group conducted a desktop assessment of all sites for feasibility of temporary options, such as parklets, and permanent options. The assessment considered impacts such as traffic and parking, precinct character and business mix, public domain and infrastructure impacts, hours and shared use; and operators willingness to continue. It was determined that the most cost effective and sustainable option is a permanent kerb extension for suitable sites. Further information on this will be reported to Council later in the year.</p> <p>The City continues to receive a small number of applications for on-street dining, with 2 businesses in various locations scheduled for installation in the next week. As of 30 June 2024, 180 businesses have been approved for on-street outdoor dining, with a total of 2,097 square metres of road space reallocated. Of these, 36 businesses have had their space removed for various reasons, 14 of which had their on-street outdoor dining become permanent footpath dining through public domain upgrades. There are 144 businesses currently operating with on-street dining.</p>	On Track

Economic diversity

Implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities in the city centre for Aboriginal and Torres Strait Islander business

The City continues to deliver the Eora Journey Economic Development Plan. This year, three Economic grants have been approved to Aboriginal and/or Torres Strait Islander individuals, groups and organisations to the value of \$50,000 through the Aboriginal and Torres Strait Islander collaboration fund and Innovation and ideas grant programs. This includes a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise and drive awareness for technology and innovation in career pathways. The City supported the 2024 Yabun Festival in January at Victoria Park which included a marketplace showcasing a range of stallholders with different goods and products. The City completed development of the Aboriginal and Torres Strait Islander Workforce Strategy which aims to make the City an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and are encouraged to apply for roles and have access to promotions and mobility within the organisation.

On Track

Develop and promote vibrant, safe and sustainable 24-hour precincts that offer a diverse range of leisure and entertainment options, inviting public spaces and connected transport options in collaboration with NSW Government 24-Hour Economy Office

The City provided 18 grants to a total value of \$769,375 in cash and value-in-kind to local precincts through the Business Sector Support, Innovation and ideas and Festival & Events Sponsorship grant programs for projects that promote vibrant, safe and sustainable precincts during the financial year. Thirteen Sydney Street events were delivered across local precincts and included 248 on-street activations and 571 artist performances. The City has waived outdoor dining fees to June 2025 and continues to support on-street dining for over 130 businesses whilst we explore opportunities for what sites may become permanent. The City has worked with NSW Government 24-Hour Economy Office on a range of initiatives designed to promote an environment which supports a diverse, vibrant and inclusive nightlife, including the Uptown District Accelerator Program, Purple Flag Accreditation Scheme and 24-hour Economy Strategy.

On Track

SD10 Housing for all

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

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

Major Programs	Progress To Date	Status
Collaboration and advocacy		
Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness	<p>The City continues to advocate for the needs of individuals experiencing homelessness through a range of activities including:</p> <ul style="list-style-type: none"> • Chairing the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership team • presenting on challenges for non-residents, and impacts of climate change at the Homelessness NSW conference and Council of Capital Cities Lord Mayors (CCCLM) National Local Government Communities of Practice • monthly place making meetings with mobile voluntary services to ensure compliance with the City's Guidelines • Convening sector workshops to improve responses including working with Sydney University and St Vincent's Health Network to develop Mobile Cooling Hubs to support people experiencing homelessness during heat waves • Development with HOMES NSW of a Boarding House Protocol to guide responses to boarding house closures • Review with HOMES NSW of the Emergency Response Protocol for people sleeping rough in extreme weather events and other emergencies 	On Track
Partner and support the delivery and coordination of services to link people sleeping rough with services and support	<p>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 5,739 people since March 2019. Highlights include:</p> <ul style="list-style-type: none"> • 211 people assisted to exit homelessness and 174 people prevented from entering homelessness as a result of City funded programs • 639 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness • Reviewed with HOMES NSW the Emergency Response Protocol and developed a Boarding House Protocol to guide responses to boarding house closures • Chaired the Sydney Zero Leadership team • provided input into the Federal Housing and Homelessness Discussion paper for Council of Capital Cities Lord Mayors (CCCLM) and City of Sydney submission • Trialled the mobile cooling hub, with St Vincent Homeless Health and Sydney University 	On Track
Access to safe, secure and sustainable housing		
Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends	<p>A total of 280 people were counted sleeping rough across the local government area during the City's summer street count in February 2023. This represents a 1percent increase when compared with February 2023. There were 392 people occupying crisis and temporary accommodation beds. The City's Public Space Liaison Officers patrol seven days a week, including during extreme weather events. They provide partner services, including the Department of Communities and Justice and NSW Health, with information on the needs of people street sleeping, and the numbers of people that need support.</p>	On Track

Collaboration and advocacy											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	147	192	-	47	51	59	54	211	This represents a 10% increase compared with last year.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	144	172	-	43	33	44	54	174	This is comparable with last year.	Indicator Only
Access to safe, secure and sustainable housing											
Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the city area	No.	225	277	-	-	-	-	280	280	The City of Sydney's most recent count took place on 27 February 2024. There were 280 people counted sleeping rough across the local area, a 1% increase from the February 2023 count.	Indicator Only
People in crisis accommodation	No.	-	-	-	-	-	-	392	392	Street Count is conducted annually in February. There were also 392 people staying in temporary and crisis accommodation on the night of the count, or at 96.6 per cent capacity.	Indicator Only

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

Major Programs	Progress To Date	Status
Safe, cohesive and connected neighbourhoods		
Provide and support community capacity building initiatives in social housing neighbourhoods	The City participates in Neighbourhood Advisory Board meetings held in Waterloo, Redfern, Surry Hills, Glebe, and Woolloomooloo to share updates, co-design community projects and support resident advocacy. As part of its commitments under the Waterloo Human Services Collaboration, the City is working with social residents to improve safety on the Waterloo estate. In March the City hosted a planning session with residents to co-design the safety action plan being implemented through the Waterloo Wellbeing Safety Action Group, including capacity building opportunities for residents. Key themes included mental health, domestic and family violence, anti-social behaviour and crime prevention initiatives. Over the last 12 months over 1,000 residents have participated in these activities. The City hosted Northcott Pet Day in September which attracted over 300 residents and 132 companion animals. The Cat Protection Society of NSW, RSPCA NSW, Sydney University Veterinary Teaching Hospital and local veterinary clinics provided free pet health checks and advice to pet owners.	On Track

Collaboration

Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties

The City participated in five neighbourhood advisory boards to discuss local issues and co-design responses to enhance safety, liveability and amenity of social housing. In August 2023, the City led the Redfern Safety Audit which identified a range of safety and amenity issues requiring action from participating agencies including lighting, footpaths, graffiti, and maintenance. The City supported Surry Hills Police to conduct day and night time safety audits of the Northcott estate. The City convenes a monthly Social Housing Operations Group with Homes NSW and a total of 67 issues were escalated to the group during the financial year. Over this period, 76 per cent of issues have been resolved, with 16 issues remaining open. In addition, Homes NSW agreed to host monthly meetings to focus on improved waste and rodent management. The City provided Clean Up Australia with a Quick response grant for them to support social housing residents in Redfern and Waterloo to participate in clean-up activities.

On Track

Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects

The City has provided \$450,000 in funding through the Community services grant program for multi-year projects to be delivered by Redfern Legal Centre, Kinchela Boys Home and Counterpoint Community Services to support residents during the Waterloo South relocation process. The projects will provide legal advocacy and support, capacity building and community development activities, and support for Aboriginal and Torres Strait Islander communities. The City continues to participate in the Waterloo Neighbourhood Advisory Board's monthly Waterloo Redevelopment Group to elevate community issues and advise the redevelopment project team. The City continues to support Homes NSW's clean-up Waterloo events which aim to assist residents in disposing of unwanted bulky items and share information about the redevelopment.

On Track

Advocacy

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes

The City made a submission to a state led rezoning process for Explorer Street South Eveleigh. The City continues to advocate for high quality design, more social and affordable housing than what is generally proposed by the NSW Government, and the delivery of appropriate infrastructure to support future residents.

On Track

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

Major Programs

Progress To Date

Status

Partnerships

Work with councils across metropolitan Sydney to increase affordable housing supply

The City has worked in partnership with Resilient Sydney and the Southern Sydney Regional Organisation of Councils to advocate for more affordable housing as part of the Transport Oriented Development (TOD) Program and its effective implementation. This included sharing lessons from the City's delivery of an inclusionary zoning scheme. The City has contributed to the development of a template to assist councils affected by the TOD program and implement a new inclusionary zoning scheme.

On Track

Planning controls to encourage affordable rental housing

Facilitate affordable housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches

In accordance with a Council resolution, the City is currently reviewing its affordable housing planning controls, including the potential increase in contribution rates. The City is working with other Councils to encourage and mentor them in the development of affordable housing levy schemes. The City is engaging with NSW Government on a state led rezoning for Explorer Street, Eveleigh which is expected to increase the amount of social and affordable housing. A planning proposal to increase the contribution rate in Ultimo/Pymont has now come into effect. The City is advocating for the introduction of affordable housing if the NSW Government's proposed changes to low and mid rise zoning takes place.

On Track

Planning controls to encourage affordable rental housing

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units in the city area	No.	1,427	1,464	-	-	-	-	1,447	1,447	Data for FY23/24 was not available for the 12 August 2024 Committee meeting. This has since become available and is published here.	Indicator Only

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

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

Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 30 June 2024 there were: <ul style="list-style-type: none"> • 11,156 private residential dwellings approved or under construction in the city • 3,545 non-private residential dwellings approved or under construction in the city • 1,186 private residential dwellings lodged but not yet approved in the city • 556 non-private residential dwellings lodged but not yet approved in the city For the June quarter (Q4) there were: <ul style="list-style-type: none"> • 697 private dwellings completed • 484 non-private dwellings completed 	On Track
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Facilitate supply of diverse range of housing

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,414.89	1,371.86	-	1,349.59	0	0	0	1,349.59	Four grants were approved by Council in previous financial years with 2023/24 commitments. Support was provided through Community services to support four specialist Homelessness services in the Inner City area - Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community and Neami.	Indicator Only
New dwellings approved	No.	2,800	880	-	294	94	242	263	893		Indicator Only
% of private dwellings which are social housing in our local area. Target 7.5% by 2050. Baseline 8.0% June 2021	%	7.91	7.9	-	-	-	-	7.7	7.7	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.	Indicator Only
% of private dwellings which are affordable housing in our local area. Target 7.5% by 2050. Baseline 1.1% June 2021	%	1.17	1.19	-	-	-	-	1.17	1.17	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.	Indicator Only
Private dwellings in LGA. Target 156,000 by 2036. Baseline 121,725 June 2021	No.	122,444	122,723	-	-	-	-	124,010	124,010	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.	Indicator Only

Key Performance Indicator	Unit	2021/22	2022/23	2023/24	2023/24 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Non private dwellings (boarding houses, student accommodation, residential aged care services) in LGA. Target 17,500 by 2036. 2021 baseline 15,127	No.	15,740	15,861	-	-	-	-	16,366	16,366	Final data for the financial year 2023/24 was not available at the time of the 12 August 2024 Committee meeting. This data has since become available and is published here.	Indicator Only

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

Major Programs	Progress To Date	Status
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Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes

Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples	The City initiated a requirement for a minimum amount of social and affordable housing for Aboriginal and Torres Strait Islander households in the Design Guide for Waterloo Estate (South). The guide also requires this housing to be designed so that it is culturally appropriate. The guide came into effect in February 2023. The City is working with the NSW Government on the state-led rezoning of the Explorer Street social housing site. The draft planning controls required a minimum amount of culturally appropriate affordable housing for Aboriginal and Torres Strait Islander households.	On Track
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Status definitions for progress reports

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

Programs and projects:

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

Measures:

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

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

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

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

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

Other status types:

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

Glossary

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

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

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

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

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

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

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

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

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

DA – Development application for land use.

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

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

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

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

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

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

EEO – Equal employment opportunity.

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

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

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

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

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

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

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

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

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

MPEP – Major Properties Efficiency Project, implemented by the City to investigate and deliver cost-effective options for reducing emissions generation and water consumption at 14 City properties which together account for at least 80% (electricity), 95% (gas) and 70% (water) of utility usage across the City's property portfolio.

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

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

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

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

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

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

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

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

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

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

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

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

SRAP – Stretch Reconciliation Action Plan. Adopted by the City in 2020, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

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

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

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

Attachment C

Annual Report 2023/24 – Statutory Returns



Statutory Returns

Annual Report
2023/24

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

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Cover image: Juanita Nielsen Community Centre, Woolloomooloo –
Photo by Abril Felman / City of Sydney

Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030 – 2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal cultures have endured and are now globally recognised as one of the world's oldest living cultures. Aboriginal people have shown and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani / Barrabugu (Yesterday / tomorrow), a free guide to Sydney's Aboriginal histories.



Image 1. Creative hoarding designed by Jason Wing with First Nations creative producers Dennis Golding and Lucy Simpson. Photo by Anna Kucera / City of Sydney

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 As part of the Eora journey project we committed to fund and install seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living cultures of Aboriginal and Torres Strait Islander people.
- 2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 We adopted the 10-year Eora journey economic development plan.
- 2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananurala and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.

Legislative requirements

Annual reporting

The City of Sydney (the City) is governed by the *NSW Local Government Act 1993* and Regulation, the *City of Sydney Act 1988*, and other relevant legislation. The information that follows meets the City's statutory reporting obligations.

Progress report

NSW Local Government Act 1993 No.30 s428 (1)

An assessment of the City's progress on the objectives and targets in its delivery program and the effectiveness of the principal activities for the year 2023/24 is attached to this report and at cityofsydney.nsw.gov.au

State of our City

NSW Local Government Act 1993 No.30 s428 (2)

The state of the city report (formerly known as the end-of-term report) for the period 2021/22–2023/24 is attached to this report and is at cityofsydney.nsw.gov.au

Report preparation

NSW Local Government Act 1993 No.30 s428 (3)

This annual report has been prepared under the *NSW Local Government Act 1993* s406, Integrated Planning and Reporting Guidelines and the *NSW Local Government (General) Regulation 2021* s217.

Financial statements

NSW Local Government Act 1993 No.30 s428 (4) (a)

The City of Sydney's audited financial reports for the 2023/24 financial year are attached to this report and at cityofsydney.nsw.gov.au

As well as the general purpose financial statements, the financial statements include special purpose financial statements and special schedules.

Other information

NSW Local Government Act 1993 No.30 s428 (4) (b)

This report includes other information in line with Integrated Planning and Reporting Guidelines, the *NSW Local Government Act 1993* and other requirements.

Modern slavery

NSW Local Government Act 1993 No.30 s428 (4) I and s428 (4) (d)

The City is committed to upholding human rights, ethical business practices, and responsible supply chain management. No concerns were raised by the Anti-slavery Commissioner regarding the City's operations.

The City has incorporated a modern slavery schedule into its tender and quotation documents (for contracts over \$50,000) which suppliers are required to complete, and which are part of the evaluation of supplier proposals.

The City has a modern slavery policy and action plan which is being implemented. The action plan commits to further development of the City’s approach to enhance due diligence, and reporting to manage and minimise the risks of non-compliance with laws and regulations in the City’s supply chain.

The City’s report to the Anti-slavery Commissioner is attached to this report.

A link has been provided to the Minister for Local Government.

Special variation expenditure

NSW Local Government Act 1993 No.30 s508 and s508A, and NSW Office of Local Government Special Rate Variation Guidelines 7.1

In 2023/24 the City adopted the 3.83% general rate increase set by the Independent Pricing and Regulatory Tribunal. This included an adjustment for newly rateable Crown land.

The City has no activities funded by special rate variations income.

Report publication

NSW Local Government Act 1993 No.30 s428 (5)

The annual report is at cityofsydney.nsw.gov.au



Image 2. Rhymetime at Darling Square Library. Photo Abril Felman / City of Sydney

Rates and charges written off

NSW Local Government (General) Regulation 2021 Clause 132

The below rates and charges were written off during the 2023/24 year under the *NSW Local Government Act 1993* (the Act).

Section in the Act	Description	Amount
s564	Accrued interest written off under a payment agreement	\$0
s572	Amounts written off due to changes in rateability	\$1,113,304
s575	Mandatory pensioner rates and charge reduction ¹	\$676,152
s583	Voluntary pensioner rates and charges reduction	\$3,201,255
s595	Postponed rates written off	\$0
s607	Rates and charges written off	\$8,481
s607	Small balances written off	\$4,596
Total		\$5,003,788

Councillor professional development

NSW Local Government (General) Regulation 2021 Clause 186

Councillors who took part in ongoing professional development programs included:

The Lord Mayor, Councillor Clover Moore

- Councillor HY William Chan
- Councillor Emelda Davis
- Councillor Sylvie Ellsmore
- Councillor Lyndon Gannon
- Councillor Shauna Jarrett
- Councillor Robert Kok
- Councillor Linda Scott
- Councillor Yvonne Weldon
- Councillor Adam Worling.

¹ An amount of \$371,883, representing 55% of the mandatory pensioner reduction, is subsidised by the NSW Government.

Councillors receive circulars provided by the Office of Local Government, Australian Local Government Association and Local Government NSW. The City of Sydney held 17 briefing sessions for the councillors as a group in 2023/24.

Overseas visits

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a)

Details of overseas visits by councillors, council employees or other persons who travelled internationally representing the City of Sydney (including visits sponsored by other organisations) during the year ending 30 June 2024 are below.

Purpose of travel	Destination	Officer	Date	Costs met by the City
UIA World Conference of Architects	Copenhagen Denmark	Bridget Smyth Executive Manager City Design and Public Art Chief Operations Office	July 2023	Accommodation Incidentals
World Cities Cultural Forum / Summit	Sao Paulo and Rio de Janeiro Brazil	Sasha Baroni Executive Manager, Creative City City Life	October 2023	Airfares Accommodation Incidentals
World Cities Cultural Forum / Summit	Sao Paulo and Rio de Janeiro Brazil	Bridget Smyth Executive Manager City Design and Public Art Chief Operations Office	October 2023	Airfares Accommodation Incidentals
Carbon Neutral Cities Alliance Annual Meeting	Toronto Canada	Anna Mitchell Executive Manager Sustainability and Resilience	September / October 2023	Incidentals
Carbon Neutral Cities Alliance Annual Meeting	Toronto Canada	Melinda Dewsnap Manager Sustainability Programs	September / October 2023	Incidentals
Metropolitan Resilience International Congress	Guadalajara Mexico	Beck Dawson Chief Resilience Officer Resilient Sydney	November 2023	Incidentals

Purpose of travel	Destination	Officer	Date	Costs met by the City
European Cyclists' Federation – Velo-city conference	Ghent, Belgium	Fiona Campbell Cycling Manager, City Access and Transport	June 2024	Nil
European Cyclists' Federation – Velo-city conference	Ghent, Belgium	Freya Grove Behaviour Change Coordinator – Cycling, City Access and Transport	June 2024	Airfares Accommodation

Councillors' expenses

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a1)

The City of Sydney has a Councillors' Expenses and Facilities Policy that governs the expenses paid and facilities provided to the Lord Mayor, Deputy Lord Mayor and other councillors in their civic duties.

Annual fees were paid to all councillors as required by the *NSW Local Government Act 1993* and in line with the determination of the Local Government Remuneration Tribunal on 27 April 2023. The total amount paid to all councillors for 2023/24 was \$672,850.

In 2023/24, the cost of expenses and facilities provided to councillors was \$4,363,118. This includes domestic travel expenses such as accommodation and registration fees for seminars and conferences, as well as office administration such as postage, meals and refreshments. It also includes staff salaries and salary on-costs totalling \$4,290,707.

Details of particular categories of expenditure are as follows:

- (100) The cost of the provision of dedicated office equipment allocated to councillors on a personal basis was \$1,130.
- (ii) Telephone calls made by councillors, including mobile telephones provided by the City and from the landline telephones and facsimile services installed in councillors' homes totalled \$8,598².
- (iii) The cost of the attendance of councillors at conferences and seminars was \$12,223.
- (iv) Expenditure on the training of councillors and the provision of skills development for councillors was \$3,285.
- (v) The cost of interstate visits undertaken by councillors while representing the City, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses was \$5,888.
- (vi) The cost of overseas visits undertaken by councillors while representing the City, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses was \$0.

² This amount includes charges for communication devices and call costs which are provided for under the Councillors' Expenses and Facilities Policy

(vii) The expenses of any spouse, partner or other person who accompanied a councillor in the performance of their civic functions totalled \$289. These are expenses payable under guidelines for the payment of expenses and the provision of facilities for mayors and councillors for local councils in NSW prepared by the Director-General from time to time.

(viii) The expenses involved in the provision of care for a child, or an immediate family member of a councillor, to allow the councillor to undertake their civic functions totalled \$0.

Major contracts

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a2)

Below are all the contracts awarded by the City during the year 2023/24 including tenders.

This list does not include:

- employment contracts (that is contracts of service but not contracts for services)
- contracts for less than \$150,000 (including the name of the contractor and the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract).

Company name	Contract description	Value of contract including GST
Adam John Smidt	Sydney Christmas concerts – mobile stages	\$150,850
ABUD Pty Ltd	Minor public domain furniture – supply and delivery	\$4,377,121
Active Tree Services Pty Ltd	Tree maintenance and urban forest services	\$60,240,510
ADP Consulting Pty Ltd	343 George Street, Sydney – building services consultancy	\$165,299
AECOM Australia Pty Ltd	O’Dea Avenue cycling connection – head design consultant	\$312,070
AECOM Australia Pty Ltd	Resilient Sydney 2025–2030 – risk assessment	\$223,743
AECOM Australia Pty Ltd	Woolloomooloo resilience adaptation study	\$218,209
AECOM Australia Pty Ltd	Goulburn Street carpark remediation – head consultancy services	\$2,423,300
Aileen Sage Pty Ltd	Safer Cities Her Way, Belmore Park – head consultant to deliver engagement, co-creation and documentation services	\$198,206

Annual Report – Statutory Returns

Company name	Contract description	Value of contract including GST
APP Corporation Pty Ltd	Aquatic Centres – long term renewal and investment plan	\$199,007
Audio Visual Events Pty Ltd	City Engagement program of events including CityTalks – supply of technical equipment and production	\$936,819
Baseline Projects Pty Ltd	City Recital Hall – refurbishment	\$5,504,422
Bing Technologies Pty Ltd	On-demand print and mail services	\$240,000
BIS Oxford Economics Pty Ltd	Business needs survey annual reports	\$206,870
Boomerang Batteries	Major events and festivals – table and chair services	\$272,045
Bynder LLC	Digital asset management system	\$1,222,768
Carbon Offset Australia Pty Ltd	Supply of Indigenous-led, land-sector Australian carbon credit units	\$2,633,354
Coates Hire Operations Pty Ltd	Major events and festivals – event infrastructure	\$1,963,202
Colliers International	Southern precinct – property and facility management services	\$1,769,107
Cred Community Pty Ltd	Regional resilience workshops	\$213,257
Datacom Systems (AU) Pty Ltd	Microsoft enterprise agreement renewal 2023	\$7,913,500
Displaycraft Pty Ltd ATF the Clarkson Trust	Sydney Christmas – infrastructure services	\$11,470,731
dplr Pty Ltd	Australian Life exhibition system – installation and maintenance	\$452,429
dplr Pty Ltd	Sydney Lunar Festival – construction, installation and de-installation of zodiac lantern toppers	\$577,236
Energetics Pty Ltd	Utilities management	\$443,784
EventSound Pty Ltd	Sydney Christmas and Sydney Lunar Festival – technical services	\$713,180
Fleet Flyers Pty Ltd	Courier and mail delivery services	\$887,201
Foti International Fireworks Pty Ltd	Sydney New Year's Eve – pyrotechnics event services	\$8,584,400

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Company name	Contract description	Value of contract including GST
Gehl Architects ApS	Sydney Square – design services	\$240,000
Goterra Pty Ltd	Insect farming processing trial	\$242,671
Green Options Pty Ltd	Sports field maintenance services	\$10,334,940
Group GSA Pty Ltd	Wellington Street bike network link	\$241,555
H & H Consulting Engineers Pty Ltd	Erskineville Parks Cluster – stormwater harvesting and reuse	\$210,023
H & H Consulting Engineers Pty Ltd	Green Square – water treatment plant expansion	\$164,362
Haymarket HQ Pty Ltd	Sydney Lunar Festival exhibition, Dixon Street mall, Haymarket – design, installation and de-installation	\$544,500
HBS Group Pty Ltd	343 George Street – façade remediation works	\$9,842,219
IBM Australia Ltd	IBM Envizi – sustainability management and reporting tool (SMART)	\$1,301,933
Intech Electrical and Communications Pty Ltd	Electrical and lighting inspection services	\$158,400
Italian Automobiles Group Pty Ltd	Electric MG4 Excite EV 51kWh passenger vehicles	\$779,500
J.G Greentree & M.W Greentree T/as Image Air Conditioning	Victoria Park Pool Aquatic Centre – electrification and refrigerant replacement	\$730,400
Jands Pty Ltd	Venue management – moving light replacement	\$554,737
Johnson Pilton Walker Pty Ltd	Level 6-10, 343 George Street – HDC base building renewal	\$3,536,166
Kelly Outsourcing and Consulting Group Australia Ltd.	Management and acquisition of contingent labour	\$228,748,429
Kinesis Pty Ltd	CCAP City of Sydney	\$1,453,087
L.L. Ditlef-Nielsen & J.M. Lawrence	Guided rides 2023-24	\$164,005
Live Event Logistics Pty Ltd	Major events and festivals – logistics and transport services	\$367,508

Annual Report – Statutory Returns

Company name	Contract description	Value of contract including GST
MacGregor Coxall Australia Pty Ltd	Hunter Street, Sydney – precinct concept and urban design	\$321,398
Mack Civil Pty Ltd	Oxford Street west and Liverpool Street cycleway	\$10,707,771
Mack Civil Pty Ltd	Loftus Street upgrade – design and construct	\$6,254,493
Matrix Traffic and Transport Data Pty Ltd	Pedestrian counts 2024 and 2025	\$189,420
Maxam and Co Pty Ltd	540 George Street – fire hydrant upgrade works	\$1,142,144
Meld Studios Pty Ltd	Developing insights for procurement transformation through stakeholder engagement	\$149,600
Merkle ANZ Pty Ltd	Web analytics	\$245,615
Metz Project Services Pty Ltd	Andrew (Boy) Charlton Pool – pool retiling	\$1,900,423
Microsoft Pty Ltd	Microsoft unified support	\$2,970,000
Mipela (G.I.S) Pty Ltd	Automated Before You Dig Australia (BYDA) response services	\$213,650
Orikan Australia Pty Ltd	PinForce, PinForce CityWide and PayStay – deed of amendment and restatement	\$1,404,625
OVA Educational Systems Pty Ltd	Workplace violence prevention training	\$201,140
Ozimex Pty Ltd	Hot water pressure cleaner units	\$323,600
Panel – various Fulton Hogan Industries Pty Ltd Mack Civil Pty Ltd Sydney Civil Pty Ltd Quality Management & Constructions Pty Ltd	City civil capital and/or maintenance works	\$1,018,459,200
Pillingers Hiring Service Pty Ltd	Major events and festivals – event infrastructure	\$1,323,088
Place Design Group Pty Ltd	Cooper Street Reserve, Surry Hills – landscape architect design	\$168,005

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Company name	Contract description	Value of contract including GST
Platinum Electricians Pty Ltd	Green Square integrated community facility and school – main switch board supply and installation	\$230,198
Progressive Green Pty Ltd	Flow Power – electricity contracts	\$66,602,609
Project x Constructions Pty Ltd	Belmore Park demonstration project (Safer Cities Her Way) – delivery of infrastructure	\$197,932
Quality Management & Constructions Pty Ltd	McKee Street Reserve, Wattle Lane, Ultimo – stage 17 construction	\$797,551
Radhope Pty Ltd	Sydney New Year's Eve – support vessels	\$152,495
Rapid Construction Pty Ltd	Chinatown ceremonial gates, Dixon Street – renovation	\$1,091,643
Regal Innovations Pty Ltd	James Watkinson Reserve – stage 16 construction	\$2,107,090
Reliance Risk Pty Ltd as trustee for the Middleton Family Trust	Major events and festivals – risk and WHS consultancy services and/or safety officers	\$152,839
RK Media Pty Ltd	Advertising services for media buying	\$4,400,000
Rygate and Company Pty Ltd	Waterloo Estate south – surveying services	\$241,559
Safe Work Laboratories Pty Ltd	On-site drug and alcohol testing	\$266,611
Schiavello Construction (NSW) Pty Ltd	Levels 17, 19 and 20, Town Hall House – commercial office fit-out	\$1,232,956
Seccom Global Pty Ltd	Cloud SaaS backup	\$213,550
Secure Parking Pty Ltd	Kings Cross and Goulburn Street parking stations – management and operation	\$6,321,873
Seda Services Pty Ltd	Wilcox Mofflin, 46-52 Mountain Street, Ultimo – design and construct HVAC and BMCS upgrade	\$1,823,352
Seda Services Pty Ltd	546 George Street – design and construct HVAC and BMCS upgrade	\$1,485,660
Selby's Pty Ltd	Street banners – printing and production	\$406,221

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Company name	Contract description	Value of contract including GST
SGS Economics and Planning Pty Ltd	Strata electrification and EV charging research	\$150,544
Sitecore Australia Pty Ltd	Licence renewal 2023	\$1,845,143
SmartOSC Australia Pty Ltd	Digital services transformation resources	\$4,000,000
Standards Australia Ltd	Access to Australian Standards contracts	\$228,388
Sydney Civil Pty Ltd	George Street north pedestrianisation	\$31,401,444
Sydney Civil Pty Ltd	City civil capital works	\$598,466,000
Sydney Civil Pty Ltd	City civil maintenance works	\$157,539,800
Syndeticom Pty Ltd	Council Chamber – audio visual upgrade	\$437,139
TeamViewer Germany GmbH	TeamViewer tensor licence agreement	\$195,669
TechnologyOne Ltd	Financial management information system (FinanceOne) – supply and implementation	\$521,400
Telstra Corporation Ltd	Varonis data governance suite	\$770,000
Temp Extras Agency Pty Ltd	Major events and festivals – front of house services	\$199,089
The Calapai Family Trust ATF InelliTrac Pty Ltd	Fleet telematics services	\$1,867,751
The Technical Direction Company of Australia Pty Ltd	Sydney New Year's Eve – pylon projection infrastructure	\$2,376,000
Toro Australia Group Sales Pty Ltd	Mowers – supply and delivery	\$1,353,926
Total Ventilation Hygiene Pty Ltd	307 Pitt Street Sydney – design and construct fire service and building upgrade	\$940,892
Treeserve Pty Ltd	Tree maintenance and urban forest services	\$61,341,387
Ungerboeck Systems International Pty Ltd	On-premise migration to the cloud project	\$1,124,000

Company name	Contract description	Value of contract including GST
We are Warriors Pty Ltd	Sydney New Year's Eve – Calling Country creative services	\$412,500
WINC Australia Pty Ltd	Stationery and associated products	\$540,394
WMA Water Pty Ltd	Darling Harbour and City area flood study update	\$199,980
Z180510 Pty Ltd	Venue management event cleaning services	\$2,021,747



Image 3. Call to Country, New Years Eve 2023. Photo Damian Shaw / City of Sydney

Organisations providing goods and services exceeding \$150,000

Below are all the organisations who provided goods and services exceeding \$150,000 in value during 2023/24 through an approved exemption from tender or another allowable third-party procurement process such as the Southern Sydney Regional Organisation of Council's tendering process.

The value of goods and services given is based on purchase orders / invoices listed for the 2023/24 financial year.

The number of orders / invoices is given to indicate the number of jobs.

Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
Aboriginal Carbon Fund Ltd	Environment management	\$237,600	1
Adobe Systems Software Ireland Ltd	Computer software	\$888,763	3
ADP Consulting Pty Ltd	Engineering	\$165,300	6
AFL SportsReady Ltd	Recruitment	\$156,322	51
All Sweeper Hire Pty Ltd	Street sweepers	\$153,758	6
Altius Group Holdings Pty Ltd	Workplace health and wellbeing	\$218,883	33
Ausgrid	Install and remove smart poles	\$741,597	55
Australia Post	Mailing services	\$1,268,416	32
Australian Data Storage Pty Ltd	Computer software	\$364,356	66
Australian Taxation Office	Auditing services	\$224,566	12
Bibliotheca RFID Library Systems Australia Pty Ltd	Computer software	\$174,228	6
Bingo Waste Services Pty Ltd ³	Waste management services	\$290,629	137
Boomerang Batteries Pty Ltd	Event management	\$360,213	122
Brightly Software formerly Assetic	Computer software	\$237,865	3
BSB Brushes & Signs ³	Footway sweepers parts	\$234,791	73

³ Job awarded through NSW Government contract, LPA contract and Southern Sydney Regional Organisation of Council's (SSROC) contract

Annual Report – Statutory Returns

Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
CA Technology Pty Ltd	Computer software	\$250,434	6
Complete Urban Solutions	Architecture	\$221,969	11
Conquest Equipment Technology Pty Ltd	Computer software	\$216,776	2
Cozens Mabel Pty Ltd	Recruitment	\$153,307	4
Cred Community Pty Ltd	Social planning	\$236,056	11
Daimler Trucks Milperra	Motor vehicle	\$190,698	94
Data#3 Ltd	Computer software	\$175,219	2
Deicorp Pty Ltd	Planning development	\$152,460	1
Department of Customer Service	SDRO processing	\$5,606,517	109
Discovery Consulting Group Pty Ltd	Computer software	\$361,284	29
ESRI Australia	Computer software	\$381,810	1
Fleetplus Pty Ltd	Novate leasing	\$260,685	23
Fulton Hogan Construction Pty Ltd ⁴	Materials for roadways and footways	\$361,932	131
Geosyntec Consultants Pty Ltd	Engineering	\$188,790	23
Glascott Landscape and Civil Pty Ltd	Landscape	\$175,938	2
H & H Consulting Engineers Pty Ltd	Engineering	\$152,556	15
Imperial Gardens Landscape Pty Ltd	Landscape	\$207,278	3
Italian Automobiles Group Pty Ltd	Motor vehicle	\$797,370	41
International Art Services Pty Ltd	Transportation/project management	\$199,722	5
JBS & G Australia Pty Ltd	Environment management	\$200,294	33

⁴ Job awarded through NSW Government contract, LPA contract and Southern Sydney Regional Organisation of Council's (SSROC) contract

Annual Report – Statutory Returns

Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
LinkedIn Singapore Pty Ltd	Computer software	\$163,841	3
Living Turf	Turf products	\$175,586	50
Luhrmann Environment Mgt Pty Ltd	Environment management	\$381,215	15
Manco Engineering Australia Pty Ltd	Engineering	\$216,540	67
Matrix Traffic and Transport Data Pty Ltd	Computer software	\$212,719	15
Med-X Pty Ltd	Waste management services	\$232,097	29
Meld Studios Pty Ltd	Consultant in workplace	\$183,996	5
Micro Focus Australia Pty Ltd	Computer software	\$203,013	1
Microsoft Pty Ltd	Computer software	\$277,638	1
Museums of History NSW	Record storage	\$569,037	36
NSW Police Force	Crowd control	\$336,746	17
Optus Billing	Telephone services	\$860,926	41
Orix Australia	Car lease rental	\$421,209	14
Peter Warren Automotive Pty Ltd	Motor vehicle	\$307,946	12
Plantabox Pty Ltd	Landscape	\$176,770	4
Precise Air Group Pty Ltd	HVAC, fire and bundled MFE (mechanical, fire, electrical) maintenance and building and essential services	\$212,639	5
QBE Insurance (Australia) Ltd	Insurance	\$201,522	5
RMA Contracting Pty Ltd	Construction	\$187,337	2
SGS Economics and Planning Pty Ltd	Planning development	\$161,484	5
Sitecore Australia Pty Ltd	Computer software	\$271,234	1

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Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
SSROC	Government authority	\$222,685	2
Sydney Trucks & Machinery Centre Pty Ltd	Motor vehicle	\$152,689	106
Sydneywide Partyhire Pty Ltd	Event management	\$156,860	20
Surelinc Services Pty Ltd	Air conditioning	\$381,474	4
Sitegroup	Labour hire	\$195,572	109
Telstra	Telephone services/ pit services	\$1,584,472	49
The Audit Office	Auditing services	\$440,110	7
Transport for NSW	Government authority	\$816,391	24
The Trustee for Lewis & Clift Trust	Signage	\$221,658	95
Trustee for Kuys Discretionary Family Trust	Non-destructive stability testing	\$350,158	3
Velrada Capital Pty Ltd	Computer software	\$195,000	4
Viva Energy Australia Ltd ⁵	Fuel	\$1,049,128	12
Vuki Engineering	Welding/maintenance services	\$173,420	46
Welsh and Major Architects Pty Ltd	Architecture	\$242,722	9
Whirlwind Graffiti Service	Cleaning	\$183,287	59
Woollahra Council	Library management agreement	\$419,942	5
WSP Australia Pty Ltd	Engineering	\$292,859	16

⁵ Job awarded through NSW Government contract, LPA contract and Southern Sydney Regional Organisation of Council's (SSROC) contract

Legal proceedings

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a3)

In 2023/24, expenses incurred by the City of Sydney for legal proceedings taken by or against the Council were as below. This includes amounts, costs and expenses paid or received as out of court settlements, apart from those with terms that are not to be disclosed.

Description	Amount
Amounts paid in respect of proceedings	\$1,885,641
Costs received in respect of proceedings	\$358,629
Amounts paid in out-of-court settlements	\$437,380
Amounts received in out-of-court settlements	\$0

Below is a summary of the state of progress of each legal proceeding and the result if it has been finalised.

Enforcement

Enforcement proceedings include civil or criminal enforcement proceedings begun by the City of Sydney in the Land and Environment Court or Local Court. These proceedings usually arise from a failure to obtain or comply with development approval or a failure to comply with an order issued by the City. Examples include unauthorised works, unauthorised uses of land, or failure to comply with an order such as an order to upgrade fire safety. The City also initiates food safety prosecutions for unhealthy food premises.

Appeals against orders issued by the City

When the City issues an order or other regulatory notice the recipient can challenge this in the Land and Environment Court. In 2023/24, 5 orders issued by the City were the subject of appeals to the Land and Environment Court and 3 appeals were ongoing at the end of 2023/24.

Two appeals were lodged in relation to building certificates and one appeal was ongoing at the end of 2023/24. One appeal in relation to a fire safety order was lodged and is ongoing. One appeal was lodged in relation to a refusal to grant a swimming pool exemption and is ongoing.

Four order appeals were resolved in 2023/24.

Of these appeals, 2 were discontinued and 2 were resolved by consent orders.

Civil enforcement proceedings

In 2023/24, the City commenced one civil enforcement proceedings in the Land and Environment Court seeking to enforce a City order which was ongoing as at the end of 2023/24.

Criminal enforcement proceedings

In 2023/24, the City was involved in 2 prosecutions in the Local Court.

Enforcement of penalty notices

If the recipient of a penalty notice issued by a City officer disputes the matter in the Court, Revenue NSW starts proceedings in the Local Court in the City's name and the City is informed. For fines other than parking penalty notices, the City's Legal Services unit reviews the penalty notice and if it appears to have been issued correctly, continues the proceedings.

If the penalty notice does not appear correct, the City withdraws the proceedings. Local Court parking cases are dealt with by police prosecutors except in exceptional circumstances and are not included in this report.

In 20223/24, the City was involved in 11 cases where the recipient of a penalty notice (not parking) disputed the offence. The City withdrew 5 cases and one case was finalised. As at the end of 2023/24 there are 6 Local Court matters on foot.

Planning

Planning determinations by the City of Sydney may be the subject of an appeal to the Land and Environment Court. Planning appeals can arise when the City refuses, or deems to refuse, consent for a desired use or works at a premises.

They can also arise from an appeal against conditions imposed on applicants as part of a development approval.

In 2023/24, 25 planning appeals were lodged in the Land and Environment Court against the City. There were 30 appeals finalised during the year, as follows:

- 19 appeals were resolved by a s34 agreement on amended plans or amended conditions at or after a conciliation conference
- 2 appeals were dismissed in favour of the City
- 4 appeals upheld by the Court in favour of the applicant on amended plans and conditions
- 5 appeals were discontinued by the applicant
- there were 17 planning appeals yet to be finalised at the end of 2023/24.

If a party is dissatisfied with the outcome of a planning appeal it has a limited right of appeal to a Judge of the Land and Environment Court under s56A of the *Land and Environment Court Act 1979*. In 2023/24, the City was the applicant in one s56A appeal which was upheld in favour of the City of Sydney.

Other proceedings

NSW Civil Administrative Tribunal

Two complaints lodged with the NSW Civil and Administrative Tribunal (NCAT) in 2023/24 were dismissed for lack of jurisdiction.

District Court

One construction dispute is ongoing as at the end of 2023/24.

Supreme Court

One lease dispute lodged with NCAT was transferred to the Supreme Court and is ongoing as at the end of 2023/24.

Australian Human Rights Commission

One complaint lodged with the Australian Human Rights Commission in relation to the Oxford Street cycleway is ongoing as at the end of 2023/24.

Representations at coronial enquiries or inquests

The City's lawyers represent the City when a coronial inquiry or inquest is held into a death in the local government area and its regulatory or planning functions may be of interest to the coroner or if it is otherwise involved. Examples include if a person dies due to a fault in the building or in a fire.

In 2023/24, the City was not involved in any coronial inquests.

Compulsory acquisition proceedings

There was one compulsory acquisition proceeding which was finalised in 2023/24.

Contempt of court

There were no contempt of court matters in 2023/24.

Rates recovery

In 2023/24, the City was involved in 374 cases where action was taken to pursue recovery of outstanding rates by the commencement of proceedings. Of these, 136 cases were resolved either pre-judgment or by judgment being entered in favour of the City and 211 cases remain to be finalised.

Public liability claims

In 2023/24, there were 13 proceedings underway (including 4 new proceedings commenced during the year) against the City alleging negligence and seeking compensation for either property damage or personal injury. Of the 13 matters, 5 were finalised as follows:

- one matter was settled with judgment in favour of the Cross-Claimant
- one matter was settled with judgment in favour of the Plaintiff
- one matter was settled with judgment in favour of the City
- one matter was heard with judgment in favour of the City
- one matter was settled and proceedings were discontinued.

Eight matters were ongoing at the end of 2023/24.

Work on private land

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a4)

There was no work carried out on private land by the City of Sydney in 2023/24.

Grants

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a5)

The total amount contributed or otherwise granted by the City of Sydney in 2023/24 under s356 of the *NSW Local Government Act 1993* is below.

In August 2022 Council adopted a new grants and sponsorship policy and guidelines which is available at: cityofsydney.gov.au. The information below on our grants and sponsorship program includes funding for grants that were approved under programs that were not continued in the new policy and guidelines.

Details of donations made by the City are also included. These donations are guided by the City's Support for Charities Policy which was adopted by Council in November 2022.

Total grants – cash summary and value in kind

Grant Type	Cash amount	Value-in-kind amounts	Total
Aboriginal and Torres Strait Islander collaboration fund	\$500,000	\$303	\$500,303
Accommodation grants program	–	\$6,714,479	\$6,714,479
Business sector support grants ⁶	\$788,648	\$9,247	\$797,895
Community services grants	\$3,044,592	\$111,127	\$3,155,719
Cultural and creative grants and sponsorship	\$1,300,000	\$5,952	\$1,305,952
Donations	\$135,000	–	\$135,000
Festivals and events sponsorship	\$5,473,000	\$2,534,130	\$8,007,130
Food support grants	\$1,500,000	\$6,912	\$1,506,912
Green building grants	\$386,761	–	\$386,761
Innovation and ideas grants	\$1,081,805	\$17,848	\$1,099,653

⁶ Program not continued in the new policy and guidelines approved by Council on 22 August 2022

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Grant Type	Cash amount	Value-in-kind amounts	Total
Knowledge exchange sponsorship ⁷	\$155,452	\$2,211	\$157,663
Outside grant program	\$140,000	–	\$140,000
Quick response grants	\$407,060	\$7,964	\$415,024
Street banner sponsorship	–	\$75,552	\$75,552
Venue support grants and sponsorship	–	\$341,625	\$341,625
Total	\$14,912,318	\$9,827,350	\$24,739,668



Image 4. Benledi House, Glebe Point Rd, Glebe. Tenants include City of Sydney accommodation grant recipients. Photo by Chris Southwood / City of Sydney)

⁷ Program not continued in the new policy and guidelines approved by Council on 22 August 2022

Aboriginal and Torres Strait Islander collaboration fund

Organisation in application	Project name	Cash amount	Value-in-kind details
Coota Girls Aboriginal Corp	Sorry Day stolen generations community gathering	\$45,000	–
Glebe Youth Service Inc as auspice for Kirawhan Fernando	Bungawarra	\$49,930	–
Indigenous Technology Pty Ltd	First Nations Mirrinj STEM community student program for women	\$17,000	–
Jodie Ann Choolburra	Brolga Yugal Yulu-gi 2023	\$16,500	–
Kinchela Boys Home Aboriginal Corp	Communications and capacity building	\$50,000	–
Metropolitan Local Aboriginal Land Council as auspice for Dan Munro	Biyanga (Father) Project – Healing Journey for Our Men	\$42,100	–
Mudgin-Gal Aboriginal Corp	Young women’s Program	\$50,000	–
Mudgin-Gal Aboriginal Corp	Recognition celebration	\$28,675	–
National Centre of Indigenous Excellence Ltd	Mums and bubs health and wellbeing program	\$22,955	–
Redfern All Blacks Rugby League Football Club Inc	Redfern All Blacks yearbook	\$40,690	–
Redfern All Blacks Rugby League Football Club Inc	Redfern All Blacks Rugby League Football Club 80 th anniversary event	\$47,150	–
Tribal Warrior Aboriginal Corp as auspice for Redfern All Blacks Rugby League Football Club Inc	Redfern All Blacks RLFC cultural health and wellbeing	\$50,000	–
Tribal Warrior Aboriginal Corp	Talent employment mentoring	\$40,000	Venue hire fee waiver to the value of \$303
Total		\$500,000	\$303

Accommodation grants program – total value of grants approved in previous years and utilised in 2023/24

Organisation	Property	Value-in-kind amount
107 Projects Inc	Joynton Avenue Creative Centre, 3A Joynton Ave, Zetland	\$358,820
107 Projects Inc	Ground floor and level 1, 107 Redfern St, Redfern	\$346,384
Asian Australian Artists Assoc	181-187 Hay Street, Haymarket	\$284,393
Australian Design Centre	101-115 William Street, Darlinghurst	\$291,328
Australian Guild of Screen Composers	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$4,031
Australian Screen Editors Guild Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$4,031
Beehive Industries Co-Op Ltd	137 Palmer Street, Darlinghurst	\$315,070
Big Fag Press	Jubilee Viaducts, 6 Chapman Road, Annandale	\$16,603
Brand X Productions Inc	East Sydney Community and Arts Centre, 225-245 Palmer Street, Darlinghurst	\$78,449
Counterpoint Community Services	Alexandria Town Hall, 73 Garden Street, Alexandria	\$35,010
Darlinghurst Theatre Company	Eternity Playhouse, 249 Palmer Street, Darlinghurst	\$127,633
Darlinghurst Theatre Company	William Street Creative Hub, Level 3, 101-111 William Street, Darlinghurst	\$149,940
Digital Storytellers Ltd	William Street Creative Hub, Level 3, 101-111 William Street, Darlinghurst	\$88,477
First Draft Inc	13-17 Riley Street, Woolloomooloo	\$97,603
Geoff Holmes (Glebe Music Project)	Jubilee Viaducts, 6 Chapman Road, Annandale	\$16,974
Glebe District Hockey Club	Jubilee Viaducts, 6 Chapman Road, Annandale	\$17,823
Glebe Junior AFL Club	Jubilee Viaducts, 6 Chapman Road, Annandale	\$18,884
Goodstart Early Learning Ltd	East Sydney Early Learning Centre, 277 Bourke Street, Darlinghurst	–

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Organisation	Property	Value-in-kind amount
Goodstart Early Learning Ltd	The Crescent Early Learning Centre, 7 Chapman Road, Annandale	–
Goodstart Early Learning Ltd	Waranara Child Care Centre, 3 Joynton Avenue, Zetland	–
Goodstart Early Learning Ltd	Huntley Street Early Learning Centre, 4 Huntley Street, Alexandria	–
In the Pipeline (Arts) Ltd (Hayes Theatre Company Inc)	19 Greenknowe Street, Elizabeth Bay	\$51,665
Inner City Legal Services Centre	50-52 Darlinghurst Road, Kings Cross	\$80,628
Inner Syd Regional Council for Social Development Inc	770 Elizabeth Street, Waterloo	\$42,245
Jessie Street National Women's Library Inc	40 William Henry Street, Ultimo	\$103,935
Kil.n.it Experimental Ceramics Studio Inc	160 St Johns Road, Glebe	\$9,160
Kil.n.it Experimental Ceramics Studio Inc	Nurses Quarters, 184 Glebe Point Road, Glebe	\$46,753
Kings Cross Community and Information Centre Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$59,410
KU James Cahill Preschool	1-7 Ragan Street, Waterloo	\$190,856
KU John J Carroll Preschool	2-14 Phelps Street, Surry Hills	\$121,381
KU Lance Preschool and Children's Centre	37 High Street, Millers Point	\$181,606
KU Maybanke Preschool	99 Harris Street, Pyrmont	\$108,299
KU Phillip Park Children's Centre	2-10 Yurong Parkway, Sydney	\$88,756
KU Rushcutters Bay	Waratah Street, Rushcutters Bay	\$132,183
KU Sunbeam Preschool Alexandria	8 Lyne Street, Alexandria	\$138,145
KU Ultimo Children's Centre	247-257 Bulwara Road, Ultimo	\$234,836
Mandala Community Counselling Services	40 William Henry Street, Ultimo	\$23,340
Milk Crate Theatre	Alexandria Town Hall, 73 Garden Street, Alexandria	\$17,431

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Organisation	Property	Value-in-kind amount
Museum of Chinese Australian History	744 George Street, Sydney	\$585,684
Older Women’s Network (OWN) NSW	8-10 Victoria Street, Newtown	\$118,821
PACT Center for Emerging Artists	107-125 Railway Parade, Erskineville	\$95,481
Physical Disability Council of NSW Inc	St Helens Community Centre, 184 Glebe Point Road, Glebe	\$12,787
Pride History Group	Suite 2, Benledi House, 186-194 Glebe Point Road, Glebe	\$15,383
Radio Eastern Sydney	Paddington Town Hall, 247 Oxford Street, Paddington	\$25,136
Radio for the Print Handicapped of NSW Co-operative Ltd	St Helens Community Centre, 184 Glebe Point Road, Glebe	\$67,043
Readymade Works Inc	247-257 Bulwara Road, Ultimo	\$78,413
Redfern Legal Centre Ltd	73 Pitt Street, Redfern	\$74,263
Screen Culture Assoc Inc	Suite 5, Benledi House, 186-194 Glebe Point Road, Glebe	\$20,539
SDN Children’s Services – Pyrmont Early Childhood Education Centre	Pyrmont Community Centre, 79a John Street, Pyrmont	\$203,167
SDN Childrens Services – Surry Hills Early Childhood Education Centre	443 Riley Street, Surry Hills	\$290,846
SDN Lois Barker Child Care Centre	104 Wellington St, Waterloo	\$141,636
Surry Hills Neighbourhood Centre	Surry Hills Community and Child Care Centre and Library, 405 Crown Street, Surry Hills	\$148,526
Sydney Local Health District Known as Glebe Early Childhood Centre	Glebe Town Hall, 160 St Johns Road, Glebe	\$35,010
The Bower Re-use and Repair Centre Co-op	107 Redfern St, Redfern	\$31,827
The Creativity Centre Inc	78 Harcourt Parade, Rosebery	\$16,709
The Junction Neighbourhood Centre Inc	Suite 2, 3 and 6, St Helens Community Centre, 184 Glebe Point Road, Glebe	\$1,587

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Organisation	Property	Value-in-kind amount
The Junction Neighbourhood Centre Inc	Suite 4, St Helens Community Centre, 184 Glebe Point Road, Glebe	\$37,980
The Pyrmont Ultimo Glebe Men's Shed	Jubilee Viaducts, 6 Chapman Road, Annandale	\$31,478
The Sydney Children's Hospital Network	Reginald Murphy Activity Club, 19 Greenknowe Street, Elizabeth Bay	\$49,332
The Trustees of the Roman Catholic Church for the Archdiocese of Sydney	Philip Park Community and Children's Centre, 2-10 Yurong Parkway, Sydney	\$56,413
The Women's Library	8-10 Brown Street, Newtown	\$59,410
Tom Bass Sculpture Studio School	1a Clara Street, Erskineville	\$61,967
Tribal Warrior Assoc	107 Redfern St, Redfern	\$29,175
University of Technology Child Care (Magic Pudding)	McKee Street Child Care Centre, 1 McKee Street, Ultimo	\$277,313
We Are Warriors	Suite 2, Ground Floor, Ultimo Community Centre, 525 Harris Street, Ultimo	\$150,308
Weave Youth Family Community Inc	Waterloo Library, 770 Elizabeth Street, Waterloo	\$17,978
Weave Youth Family Community Inc	Waterloo Oval, Elizabeth and Allen streets, Waterloo	\$75,589
Women In Film and Television	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$4,031
Wrap with Love Inc	4/4 Huntley St, Alexandria	\$18,566
Total		\$6,714,479

Business sector support grants

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Australian DeFi Association Ltd	Increasing Awareness about blockchain technology	\$50,000	–	–
Australia China Business Council	Chinese international students education symposium	\$10,000	–	Venue hire fee waiver to the value of \$9,247
Australian Indigenous Minority Supplier Office Ltd	Connect 2023	\$50,000	–	–
Brand X Productions Inc	Business coach in residence	\$47,000	–	–
CBD Sydney Chamber of Commerce Ltd	Expo'24 – supporting women run business, better business program	\$34,250	–	–
Darlinghurst Business Partnership Inc	Eastside Sydney	\$45,000	–	–
Darlinghurst Business Partnership Inc	HQ Sydney	\$35,000	–	–
Glebe Chamber of Commerce Inc	Networking events and precinct guides	\$45,000	–	–
Global Trade Professionals Alliance Ltd	Small business digital leadership program	\$45,000	–	–
International Student Education Agents Association Ltd	International student education agent program	\$10,000	–	–
Night Time Industries Association Inc	Key industry capability and knowledge sharing	\$45,000	–	–
NSW Business Chamber Ltd	Business NSW business awards	\$32,500	–	–
Paddington Chamber of Commerce Inc	Visit Paddington marketing and networking events	\$45,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Potts Point Partnership Inc ⁸	Business networking and workshops	\$36,000	–	–
Pymont – Ultimo Chamber of Commerce and Industry Inc	Business link project	\$35,200	–	–
Redfern – Waterloo Precincts Inc	Networking events and precinct guides	\$45,000	–	–
Social Enterprise Council of NSW and ACT Ltd	Advocacy and support for social enterprise	\$47,698	\$47,698 (Year 1 – 23/24) \$47,698 (Year 2 – 24/25)	–
The Australian Retailers Assoc ⁸	Twilight trade	\$50,000	–	–
The Co-operative Federation Ltd	Sydney Co-op incubator	\$36,000	–	–
The Surry Hills Creative Precinct Inc	Networking events and precinct guides	\$45,000	–	–
Total		\$788,648		\$9,247

Community services grants

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Aboriginal Corp for Homeless Rehabilitation Community	Supporting Aboriginal rough sleepers in Sydney CBD	\$112,466	\$100,000 (Year 1 – 21/22) \$100,000 + CPI (Year 2 – 22/23) \$100,000 + CPI (Year 3 – 23/24)	–
Access Sydney Community Transport Ltd	Village to village shuttle bus service	\$200,000	–	Use of City of Sydney depot for bus parking to the value of \$53,000

⁸ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Acon Health Ltd	LGBTIQA+ Living Older Visibly and Engaged	\$25,000	–	–
Addison Road Centre for arts, culture, community and environment Ltd	Community kitchen program	\$10,000	–	–
City Community Care Inc	Early Bird I	\$10,000	–	–
Counterpoint Community Services Inc	Waterloo redevelopment ABCD	\$50,000	\$50,000 (Year 1 – 21/22) \$50,000 (Year 2 – 22/23) \$50,000 (Year 3 – 23/24)	–
Down Syndrome Assoc of NSW Inc	Accessible culture club	\$24,600	–	–
Glebe Youth Service Inc	After Dark	\$294,082	\$142,343 (Year 1 – 21/22) \$287,546 (Year 2 – 22/23) \$294,082 (Year 3 – 23/24)	Venue hire fee waiver to the value of: \$724 (Year 1 – 21/22) \$2,257 (Year 2 – 22/23) \$3,127 (Year 3 – 23/24)
Glebe Youth Service Inc	Middle Ground	\$48,980	\$48,980 (Year 1 – 21/22) \$48,980 (Year 2 – 22/23) \$48,980 (Year 3 – 23/24)	–
Good360 Australia Ltd	Bridging the Digital Divide	\$50,000	\$50,000 (Year 1 – 23/24) \$50,000 (Year 2 – 24/25) \$50,000 (Year 3 – 25/26)	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Innari Inc	Assertive outreach and case coordination for homeless vulnerable and complex Aboriginal clients	\$112,466	\$100,000 (Year 1 – 21/22) \$100,000 + CPI (Year 2 – 22/23) \$100,000 + CPI (Year 3 – 23/24)	–
Kinchela Boys Home Aboriginal Corp	Healing Ourselves, Healing Each Other	\$50,000	\$50,000 (Year 1 – 21/22) \$50,000 (Year 2 – 22/23) \$50,000 (Year 3 – 23/24)	–
Launchpad Youth Community Inc	Launchpad Brokerage Program	\$337,398	\$300,000 (Year 1 – 21/22) \$300,000 + CPI (Year 2 – 22/23) \$300,000 + CPI (Year 3 – 23/24)	–
Mission Australia Housing	Lived experience leaders expand culture, resilience and inclusivity to Sydney	\$24,000	–	–
Neami Ltd	Way2Home	\$787,262	\$700,000 (Year 1 – 21/22) \$700,000 + CPI (Year 2 – 22/23) \$700,000 + CPI (Year 3 – 23/24)	–
NSW Users and AIDS Assoc Inc	Moving Forward Together! – Annual Peers and Consumers Forum	\$50,000	–	–
Older Women's Network New South Wales Inc	Strengthening Community connections and reducing social isolation amongst older women	\$21,340	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Plate it Forward as auspice for First Nations Response Ltd	Sydney's First Nations response pop-ups	\$50,000	\$50,000 (Year 1 – 22/23) \$50,000 (Year 2 – 23/24) \$50,000 (Year 3 – 24/25)	–
Plate it Forward Ltd	The Social Meal: food relief for under-served communities	\$50,000	–	–
Police Citizens Youth Clubs NSW Ltd	PCYC South Sydney afternoon activities	\$20,818	–	–
Redfern Youth Connect (Australia) Ltd	Redfern Youth Connect expansion	\$50,000	–	–
Refugee Advice and Casework Service (Australia) Inc	LGBTIQA+ people seeking asylum	\$50,000	\$50,000 (Year 1 – 23/24) \$50,000 (Year 2 – 24/25) \$50,000 (Year 3 – 25/26)	–
ReLove	Scaling ReLove	\$30,000	\$30,000 (Year 1 – 23/24) \$30,000 (Year 2 – 24/25) \$30,000 (Year 3 – 25/26)	–
South Eastern Community Connect Inc	Domestic violence support worker	\$50,000	\$50,000 (Year 1 – 23/24) \$50,000 (Year 2 – 24/25) \$50,000 (Year 3 – 25/26)	–
Spanish Community Care Assoc	CALD Seniors Group	\$46,624	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Stepping Out Housing Programme Inc	Childhood sexual abuse recovery workshops and counselling	\$47,328	\$47,328 (Year 1 – 22/23) \$47,328 (Year 2 – 23/24) \$47,328 (Year 3 – 24/25)	–
Surry Hills Neighbourhood Centre Inc	Surry Hills community hub and outreach project	\$44,418	\$43,220 (Year 1 – 22/23) \$44,418 (Year 2 – 23/24) \$45,750 (Year 3 – 24/25)	–
Sydney Bi+ Network	Community connections initiative	\$10,000	–	–
Sydney Maritime Museum Ltd	Ken's old people's ship for teenagers	\$32,560	–	–
The Fact Tree Youth Service Inc	After Hours	\$120,000	\$120,000 (Year 1 – 22/23) \$120,000 (Year 2 – 23/24) \$120,000 (Year 3 – 24/25)	–
The Girls & Boys Brigade	Family food support program	\$30,000	–	–
The Haymarket Foundation Ltd	Scaling a social enterprise: the Haymarket Foundation's specialist homeless general practice	\$50,000	\$50,000 (Year 1 – 21/22) \$50,000 (Year 2 – 22/23) \$50,000 (Year 3 – 23/24)	–
The Marmalade Foundation Ltd	Lous Place meal service	\$16,250	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
University of Sydney	Sydney Peace Prize	\$50,000	\$50,000 (Year 1 – 21/22) \$50,000 (Year 2 – 22/23) \$50,000 (Year 3 – 23/24)	Venue hire fee waiver and street banner pole hire fee waiver to the value of \$55,000 each year for 3 years
Weave Youth and Community Services Ltd	Creating Futures Justice program	\$50,000	\$50,000 (Year 1 – 21/22) \$50,000 (Year 22/23) \$50,000 (Year 3 – 23/24)	–
Workventures Ltd	Healthy and active living through digital inclusion	\$39,000	–	–
Total		\$3,044,592		\$111,127

Cultural and creative grants and sponsorship

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
107 Projects Inc as auspice for Mrs Melissa Gilbert	Unity Web – weaving project to unify cultures and amplify female First Nations stories	\$20,000	–	–
A Jones-Fernandez & M.M Rinaldi	Passage – art installations by culturally diverse artists	\$20,000	–	–
Antenna Documentary Institute Ltd	Antenna: Industry – discussions, masterclasses and workshops for documentary professionals	\$25,000	\$25,000 (Year 1 – 23/24) \$25,000 (Year 2 – 24/25)	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Auspicious Arts Projects as auspice for Elizabeth Margaret Muldoon	Redfern Women: Our Stories of the Black Movement	\$25,000	–	–
Australian Design Centre	Clay Tech – exhibition and development opportunity for early career artists	\$15,000	–	–
Brand X Productions Inc	Artwork program at City of Sydney Creative Studios	\$15,000	–	–
Chronology Arts Ltd	Queer contemporary artform development and promotion	\$20,000	–	–
City Recital Hall Ltd	City Recital Hall ongoing operational funding and capital renewal	\$700,000	\$325,000 (Year 1 – 19/20) \$700,000 (Year 2 – 20/21) \$700,000 (Year 3 – 21/22) \$700,000 (Year 4 – 22/23) \$700,000 (Year 5 – 23/24) \$700,000 (Year 6 – 24/25)	A new sublease to City Recital Hall Ltd for City Recital Hall, 1 Angel Place, Sydney with no annual rent payments for a term of 5 years with a commencement date of 1 July 2020
Dong Nam A Brothers & Co Pty Ltd	Chinatown South legacy mural	\$40,000	–	–
Ensemble Offspring Ltd	Hatched Composer Intensive and Concert – intensive workshop for emerging Australian composers	\$19,000	–	–
Griffin Theatre Company Ltd as auspice for Mr Stuart Davis	A Night at the Booker T – immersive theatrical piece	\$30,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Heaps Decent Ltd	Home Base – free weekly program of activities for young people	\$10,000	–	–
Lamorna Grace Nightingale	A Living Space for Living Music – production and presentation by music artists from diverse social, cultural and artistic backgrounds	\$30,000	–	–
M87 Pty Ltd as auspice for Ms Madelaine Grima	Bedhaus project – hip-hop event	\$11,000	–	–
Maeve Tib Teresa Marsden	Queerstories adaptation project	\$20,000	–	–
Marrugeku Inc	Burrbgaja Yalirra Research Lab 3: Dance Dramaturgies in Contested Land	\$20,000	–	–
Mayu Iwasaki	The Face of Jizo – Japanese play	\$15,000	–	–
Milk Crate Theatre	Solace – immersive performance	\$20,000	–	–
R.S Halwala & T.I Stevenson	Big Cat Club – improvised comedy acts	\$15,000	–	–
Redfern Surf Club Pty Ltd	Surf Club Sundays – live music performances by emerging artists from diverse backgrounds	\$20,000	–	–
Shelley M Watters	Safe Space – sculptural installation	\$13,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Spineless Wonders Publishing Pty Ltd	Imaginative Recreation – Sydney’s history through public talks, workshops, performance and creative engagement	\$30,000	–	Venue hire fee waiver to the value of \$659
Starry Arts Pty Ltd	Making a Movie Together – art education program for children with disability	–	–	Venue hire fee waiver to the value of \$5,293
Sydney Theatre Company Ltd	Subsidised Access to Theatre-based literacy learning – workshops for teachers from underprivileged schools	\$10,000	–	–
The House That Dan Built Inc as auspice for Ms Katrina Douglas	bioticX – participatory virtual reality performance on climate change	\$20,000	–	–
The Performance Space Ltd as auspice for Ms Latai Taumoepeau	K’AINGA the CommonWealth – performances telling stories of the Pasifika experience	\$20,000	–	–
The Red Rattler Theatre Inc as auspice for Worship Queer Collective	Dynasty: Queer workshops, mentorship and showcase	\$15,000	–	–
The Uniting Church in Australia Property Trust (NSW) as auspice for The Wayside Chapel Foundation ⁹	The Aboriginal Artist collaboration program	\$30,000	\$30,000 (Year 1 – 23/24) \$30,000 (Year 2 – 24/25)	–

⁹ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
University of Technology Sydney	Spirits of the Hoey – immersive and interactive recreations of Australian popular music spaces	\$15,000	–	–
We Are Warriors Pty Ltd	See It To Be It Workshops – creative workshops for and the creation of a new documentary showcasing Indigenous talent	\$22,000	–	–
Wear it Purple Inc	Stories from the Heart – workshop for LGBTQIA+ teenager	\$15,000	–	–
Wedge-Tail Pictures Pty Ltd	One Year Lease (previously 'The Renters') – documentary film on the lives of renters	\$20,000	–	–
Total		\$1,300,000		\$5,952

Donations

Organisation in application	Project name	Cash amount
Oxfam Australia	Morocco earthquake appeal	\$25,000
UNICEF Ltd	Children's emergency appeal for Libya	\$25,000
Lifeline Northern Beaches Inc	Support for the community impacted by the Bondi Westfield critical incident	\$30,000
CARE Australia	PNG landslide recovery	\$30,000
Australian Red Cross Society	Assistance to people in the middle east region	\$25,000
Total		\$135,000

In addition the City provided value of \$11,341.32 on materials donated to community garden and bushcare groups in the year ending June 2024. Materials donated included mulch, soil and plants.

Festivals and events sponsorship

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
107 Projects Inc	Dia de los Muertos	\$24,000	–	–
Alliance Francaise de Sydney Cultural Foundation Ltd	Alliance Francaise French Film Festival	–	–	Street banner pole hire fee waiver to the value of \$9,000
Anne Warr	Millers Point Musical	\$15,000	–	–
Antenna Documentary Institute Ltd	Antenna Documentary Film Festival	\$25,000	\$25,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25) \$20,000 (Year 3 – 25/26)	–
Art Fairs Australia Pty Ltd	Sydney Contemporary	–	–	Street banner pole hire fee waiver to the value of \$33,800 each year for 3 years commencing 2023/24
Asian Australian Artists Association Inc	Lunar New Year 2024 at 4A	\$20,000	–	–
Australian Dance Council Ausdance NSW Inc ¹⁰	Ausdance Festival	\$25,000	–	Street banner hire fee waiver to the value of \$300
Australian Design Centre	Sydney Craft Week Festival	\$15,000	\$15,000 (Year 1 – 23/24) \$15,000 (Year 2 – 24/25)	–
B.S Hancock & J.E Suffern	The Two Queers x Mardi Gras Comedy Festival	\$20,000	–	Venue hire fee waiver to the value of \$5,814

¹⁰ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Bad Sydney Ltd	BAD Sydney Writers Festival	\$20,000	–	–
BE Seedsational Pty Ltd	Seasonal Warriors	–	–	Venue hire fee waiver to the value of \$967
Bicycle New South Wales Inc	Spring Cycle	\$20,000	\$20,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25) \$20,000 (Year 3 – 25/26)	Venue hire fee waiver to the value of \$260 each year for 3 years Street banner hire fee waiver to the value of \$20,400 each year for 3 years
Biennale of Sydney Ltd	Biennale of Sydney 2024 and 2026	\$650,000	\$650,000 (Year 1 – 23/24) \$650,000 (Year 2 – 24/25) \$650,000 (Year 3 – 25/26)	Venue hire fee waiver and street banner hire fee waiver to the value of \$150,000 each year for 3 years
BlaQ Aboriginal Corp	BlaQ Mardi Gras Program 2024	\$35,000	–	–
Business Events Sydney Ltd	Securing Global Business Events for Sydney 2024–27	\$300,000	\$300,000 (Year 1 – 23/24) \$300,000 (Year 2 – 24/25)	–
Catholic Parish St Canice Elizabeth Bay as the operator of a PBI	Celebrating 35 Years of St Canice's Kitchen	\$15,000	–	–
Chippendale Collective Inc	Lunar Spice Festival	\$30,000	–	–
Counterpoint Community Services Inc	Playgroups in the Park 2023	\$5,000	–	–
Counterpoint Community Services Inc	Volunteer Awards 2024	\$2,600	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Counterpoint Community Services Inc	Playgroups in the Park – April 2024	\$5,000	–	–
Currency Press Pty Ltd	Festival of Playwrights: Safe Spaces Risky Ideas	\$10,000	–	–
Darlinghurst Business Partnership Inc	Happy Hours Sydney	\$20,000	–	–
Darlinghurst Business Partnership Inc	Oxtravaganza	\$25,000	\$25,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25)	–
David Couri	Bad Vibrations	\$10,000	–	–
Destination NSW	Vivid Sydney (Music HQ)	\$100,000	–	Value-in-kind to the value of \$300,000
Destructive Steps Dance Association Inc	Destructive Steps 16	\$20,000	–	Venue hire fee waiver to the value of \$8,100
Electronic Music Conference Pty Ltd	Electronic Music Conference 2024	\$25,000	–	Street banner pole hire fee waiver to the value of \$40,500
Fishburners Ltd	Tech For Good Fest	\$20,000	–	–
Friends of Music at St James Inc	Mixtures Festival: A New Organ for Sydney	\$25,000	–	–
Gadigal Information Service Aboriginal Corporation	Yabun Festival 2024–27	\$190,000	\$190,000 (Year 1 – 23/24) \$210,000 (Year 2 – 24/25) \$215,000 (Year 3 – 25/26) \$225,000 (Year 4 – 26/27)	Street banner pole hire fee waiver to the value of \$7,072 each year for 4 years

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Gamarada Indigenous Healing and Life Training Ltd	Coloured Diggers ANZAC Day March	\$25,000	\$30,000 (Year 1 – 22/23) \$25,000 (Year 2 – 23/24) \$20,000 (Year 3 – 24/25)	Venue hire fee waiver to the value of \$2,628 (Year 1 – 22/23) Street banner pole hire fee waiver to the value of \$2,250 each year for 3 years
Geetha Balakrishnan	Jam Nights: A Jazz Jam for all Colours and Genders	\$15,000	–	–
Glebe Public School ¹¹	Glebe's Big Playgroup	\$8,000	–	–
Glebe Youth Service Inc as auspice for Glebe NAIDOC	Glebe NAIDOC	\$20,000	–	–
Graeme Brian McColgan	Ceilidh Connections annual St Andrews shindig: Strengthening communities through dance	\$2,850	–	Venue hire fee waiver to the value of \$612
Head On Foundation Ltd	Head On Photo Festival	\$20,000	\$20,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25) \$20,000 (Year 3 – 25/26)	Street banner pole hire fee waiver to the value of: \$4,888 (Year 1 – 23/24) \$5,621 (Year 2 – 24/25) \$6,464 (Year 3 – 25/26)

¹¹ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
International Management Group of America Pty Ltd	Australian Fashion Week 2024–26	\$100,000	\$100,000 (Year 1 – 23/24) \$100,000 (Year 2 – 24/25) \$100,000 (Year 3 – 25/26)	–
International Performing Writers Assoc	Story Week 2023 – A Festival for Writers who Perform	\$15,000	\$15,000 (Year 1 – 23/24) \$10,000 (Year 2 – 24/25) \$5,000 (Year 3 – 25/26)	Venue hire fee waiver to the value of: \$10,560 (Year 1 – 23/24) \$11,088 (Year 2 – 24/25) \$11,642 (Year 3 – 25/26)
Just Gold Digital Agency Pty Ltd	Autistic Pride Conference	\$15,000	–	–
K.W Cheng & H Wong Wing Kee	Chinatown Comedy Club	\$10,000	–	–
Live At Yours Pty Ltd	Aboriginal Songlines and Sinfonietta, Travelling Without Moving in 2024	\$15,000	–	–
Malaysia Fest	Malaysia Festival 2023	\$10,000	–	–
Mudgin-Gal Aboriginal Corp	Mudgin-gal Women’s Festival	\$25,000	\$30,000 (Year 1 – 22/23) \$25,000 (Year 2 – 23/24) \$20,000 (Year 3 – 24/25)	Venue hire fee waiver to the value of \$1,068 each year for 3 years
News Life Media Pty Ltd	Vogue American Express Fashion’s Night Out 2024	\$150,000	–	Venue hire fee waiver to the value of \$77,961
Pact Centre for Emerging Artists Inc	Hyperlocal 2024: Made in Erko	\$25,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Percussion Australia Ltd as auspice for Spare Parts Invests in Art	Latin Australia's Night of Drums with guest Elio Villafranca	\$8,000	–	Venue hire fee waiver to the value of \$3,426
Piano Plus Australia	Piano+Places	\$25,000	–	Venue hire fee waiver to the value of \$15,341
Premiers Department	Australia Day in Sydney 2024–26	\$150,000	\$150,000 (Year 1 – 23/24) \$150,000 (Year 2 – 24/25) \$150,000 (Year 3 – 25/26)	Venue hire fee waiver to the value of \$48,880 each year for 3 years
Pymont – Ultimo Chamber of Commerce and Industry Inc	Pymont Festival 2023, 2024 and 2025	\$30,000	\$30,000 (Year 1 – 22/23) \$30,00 (Year 2 – 23/24) \$30,000 (Year 3 – 24/25)	Street banner pole hire fee waiver to the value of: \$7,000 (Year 1 – 22/23) \$7,700 (Year 2 – 23/24) \$7,700 (Year 3 – 24/25)
Queer Screen Ltd	Mardi Gras film festival 2024	\$15,000	–	–
Rebel and Rogue Music Pty Ltd	The Vanguard's 20 th birthday party	\$8,512	–	–
Red Bull Australia Pty.Ltd	Red Bull cliff diving world series final	–	–	Street banner pole hire fee waiver to the value of \$11,173
Shopfront Arts Co-op Ltd	ArtsLab 2024: two festivals of new work by emerging artists	\$15,000	–	–
Social Enterprise Council of NSW & ACT Ltd	Social enterprise festival	\$30,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Souths Cares PBI Ltd ¹²	Rabbitohs Grand Final Live Site and Fan Days	\$60,000	\$60,000 (Year 1 – 22/23) \$60,000 (Year 2 – 23/24) \$60,000 (Year 3 – 24/25)	Venue hire fee waiver and street banner pole hire fee waiver to the value of \$9,000 each year for 3 years
St Vincent De Paul Society NSW	Powerful Owl Community Parade	\$25,000	–	–
Sustain: The Australian Food Network Ltd	Growing on Country: The 4 th National Urban Agriculture Forum	\$25,000	–	–
Sydney Gay and Lesbian Mardi Gras Ltd	Sydney Gay and Lesbian Mardi Gras Festival 2024–27	\$340,000	\$340,000 (Year 1 – 23/24) \$340,000 (Year 2 – 24/25) \$340,000 (Year 3 – 25/26) \$340,000 (Year 4 – 26/27)	Venue hire fee waiver, street banner pole fee waiver and other value-in-kind to the value of \$70,776 each year for 4 years
Sydney Improvised Music Association Inc	Sydney International Women's Jazz Festival	\$30,000	–	–
Sydney St Patrick's Day Organisation Inc	Sydney St Patricks Day Parade and Festival	\$10,000	–	–
Sydney Theatre Company Ltd	Nights at The Wharf	\$10,000	–	–
Sydney University Settlement as auspice for Warren Roberts	Eora Inner City NAIDOC Event	\$25,000	\$30,000 (Year 1 – 22/23) \$25,000 (Year 2 – 23/24) \$20,000 (Year 3 – 24/25)	–

¹² Conditional upon qualification for the NRL grand final for 2023, 2024 and 2025

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
The Aurora Group – A Ruby Foundation Ltd	The Aurora Ball – 25 th Anniversary	–	–	Venue hire fee waiver to the value of \$17,620
The Bower Re-Use and Repair Centre Co-operative Ltd	Bower Repair Festival	\$35,000	–	Street banner hire fee waiver to the value of \$1,200
The East Sydney Hotel Pty Ltd	East Sydney Seasons Festival	\$20,000	–	–
The Ethics Centre Ltd	Festival of Dangerous Ideas	–	–	Venue hire fee waiver to the value of \$12,656
The House That Dan Built Inc	100 Women	\$12,000	–	–
The Performance Space Ltd	Liveworks Festival Celebrates 40 years	\$20,000	–	–
The Red Room Company Ltd	Poetry Month 2024	\$30,000	–	–
The Returned and Services League of Australia New South Wales Branch	Aboriginal and Torres Strait Islander Veterans Commemoration Service	\$6,000	\$6,000 (Year 1 – 22/23) \$6,000 (Year 2 – 23/24) \$6,000 (Year 3 – 24/25)	–
The Returned and Services League of Australia New South Wales Branch	Vietnam Veterans Memorial Day Commemoration	\$2,388	–	–
The Society of Arts & Crafts of New South Wales	Craft NSW at the Tramsheds: Handmade Creations from Local Artisans	–	–	Venue hire fee waiver to the value of \$1,714

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
The Sydney Festival Ltd	Sydney Festival 2023 and 2024	\$1,400,000	\$1,400,000 (Year 1 – 22/23) \$1,400,000 (Year 2 – 23/24)	Venue hire fee waiver and street banner pole hire fee waiver to the value of \$813,349 each year for 2 years
The Sydney Festival Ltd	Sydney Festival 2025 – 2028	–	\$1,400,000 (Year 1 – 24/25) \$1,400,000 (Year 2 – 25/26) \$1,400,000 (Year 3 – 26/27) \$1,400,000 (Year 4 – 27/28)	Venue hire fee waiver and street banner pole hire fee waiver to the value of \$840,000 each year for 4 years commencing 2024/25
The Sydney Film Festival	Sydney Film Festival 2024–27	\$260,000	\$260,000 (Year 1 – 23/24) \$265,000 (Year 2 – 24/25) \$270,000 (Year 3 – 25/26) \$275,000 (Year 4 – 26/27)	Venue hire fee waiver and street banner pole hire fee waiver to the value of: \$436,710 (Year 1 – 23/24) \$462,913 (Year 2 – 24/25) \$490,687 (Year 3 – 25/26) \$520,129 (Year 4 – 26/27)
The Sydney Fringe Inc	Limitless – a micro-festival for artists and audiences with disability	\$20,000	–	–
The Sydney Fringe Inc	Sydney Fringe Festival 2024–27	\$220,000	\$220,000 (Year 1 – 23/24) \$225,000 (Year 2 – 24/25) \$230,000 (Year 3 – 25/26) \$235,000 (Year 4 – 26/27)	Venue hire fee waiver to the value of: \$65,068 (Year 1 – 23/24) \$120,236 (Year 2 – 24/25) \$175,404 (Year 3 – 25/26) \$175,404 (Year 4 – 26/27)

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
The Sydney Writers' Festival Ltd	Sydney Writers' Festival 2023 and 2024	\$370,000	\$370,000 (Year 1 – 22/23) \$370,000 (Year 2 – 23/24)	Venue hire fee waiver and street banner pole hire fee waiver to the value of \$298,780 each year for 2 years
The University of Sydney	Seymour Nights	\$29,000	\$29,000 (Year 1 – 23/24) \$25,000 (Year 2 – 24/25) \$19,000 (Year 3 – 25/26)	–
Town Hall Hotel Unit Trust	Boosting our Live Music Programme	\$15,000	–	–
Tranby Aboriginal Co-operative Ltd ¹³	InUnity: Gathering of First Nations LGBTQIA+SB Poets, Writers and Story-Makers	\$12,000	–	–
University of Technology Sydney	Winda Film Festival	\$30,000	–	–
USM Events Pty Ltd	City2Surf	–	–	Value in kind to the value of \$41,785
Weave Youth and Community Services Ltd	Mad Pride – A Youth-Led Mental Health Community Event	\$20,000	\$20,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25) \$20,000 (Year 3 – 25/26)	–
Wheelchair Sports NSW/Act Inc	The Wheelchair Sports Summer Down Under Festival	\$12,650	–	–

¹³ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
YCK Laneways Association Inc	Cross Pollination	–	–	Street banner pole hire fee waiver to the value of \$5,400
YCK Laneways Association Inc	YCK Presents: Culture Up Late	\$25,000	–	–
Total		\$5,473,000		\$2,534,130



Image 5. Yabun festival, Victoria Park, Camperdown, January 2024. Photo by Joseph Mayers / City of Sydney

Food support grants

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Addison Road Centre for Arts, Culture, Community and Environment Ltd	Food Ecology in the City	\$166,000	–	–
Asylum Seekers Centre	Nourish and Sustain	\$150,000	\$150,000 (Year 1 – 23/24) \$150,000 (Year 2 – 24/25) \$150,000 (Year 2 – 25/26)	–
Camperdown Quarters Ltd	Living Hope Missions food project	\$50,000	–	–
Catholic Parish St Canice Elizabeth Bay as the operator of a PBI	Including the Excluded	\$65,000	–	–
First Nations Response Ltd	Caring for Community our way, the Blak way	\$400,000	\$400,000 (Year 1 – 23/24) \$425,000 (Year 2 – 24/25) \$450,000 (Year 2 – 25/26)	Venue hire fee waiver to the value of: \$6,912 (Year 1 – 23/24) \$17,900 (Year 2 – 24/25) \$26,623 (Year 3 – 25/26)
OzHarvest Ltd	Food Relief Expansion: Increasing Access to Nourishing Food	\$300,000	–	–
Plate it Forward Ltd	The Social Meal	\$104,000	–	–
Redfern Youth Connect (Australia) Ltd	Food service and supplies	\$100,000	–	–
St John's Community Services Ltd	Rough Edges' sustainable food program	\$40,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
The Girls & Boys Brigade ¹⁴	Food support program	\$15,000	–	–
The Uniting Church in Australia Property Trust (NSW) as auspice for The Wayside Chapel Foundation	Wayside Community Cafe response and resilience program	\$65,000	–	–
Uniting (NSW.ACT)	Harris Food Pantry	\$45,000	–	–
Total		\$1,500,000	–	\$6,912

Green building grants

Organisation in application	Project name	Cash amount
Cambrian Place Home Units Pty Ltd	Energy action plan, NABERS energy and water rating Year 1 and feasibility assessment – 36A Macleay Street, Elizabeth Bay	\$11,883
Deposited Plan 1262184	NABERS energy and water rating Year 1 and energy action plan – 57 Ashmore Street, Erskineville	\$15,000
Lilyvale Hotel Pty Ltd	Net Zero action plan – 176 Cumberland Street, Sydney (Shangri-La Hotel)	\$15,000
Medina Property Services Pty Ltd ¹⁴	NABERS energy and water rating Year 1 – 2 Hunter Street, Sydney (A by Adina Sydney)	\$3,440
Medina Property Services Pty Ltd ¹⁴	NABERS energy and water rating Year 2 – 111 Goulburn Street, Sydney (Vibe Hotel Sydney)	\$3,440
Medina Property Services Pty Ltd ¹⁴	NABERS energy and water rating Year 2 – 359 Crown Street, Surry Hills (Adina Apartment Hotel Surry Hills)	\$3,440
Medina Property Services Pty Ltd ¹⁴	NABERS energy and water rating Year 2 – 511 Kent Street, Sydney (Adina Apartment Hotel Town Hall)	\$3,440

¹⁴ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount
Medina Property Services Pty Ltd ¹⁵	NABERS energy and water rating Year 2 – 55 Shelley Street, Sydney (Adina Apartment Hotel Darling Harbour)	\$3,440
Medina Property Services Pty Ltd ¹⁵	NABERS energy and water rating Year 2 – 74 Ivy Street, Darlington (Adina Apartment Hotel Chippendale)	\$3,440
Mont Clair Home Units Pty Ltd	NABERS energy and water rating Year 1 and energy action plan – 347 Liverpool Street, Darlinghurst	\$13,310
Oceana Apartments Ltd	NABERS energy and water rating Year 1 and energy action plan – 108 Elizabeth Bay Road, Elizabeth Bay	\$15,000
Owners Corporation Strata Plan 14373	NABERS energy and water rating Year 2, and updated energy action plan with renewables and electrification feasibility assessments – 4 Ward Avenue, Elizabeth Bay	\$10,170
Pro-Invest Hotel operating Potts Point Pty Ltd	Green Star performance certification – 203 Victoria Street, Potts Point (Hotel Indigo Sydney)	\$10,000
Pro-Invest Hotel operating Sydney CBD 2 Pty Ltd	Green Star performance certification – 339 Pitt Street, Sydney (Kimpton Margot Sydney)	\$10,000
Proprietors' Strata Plan 13672	Renewables and electrification feasibility assessment – 103 Victoria Street, Potts Point	\$5,909
Rendezvous Hotels (Australia) Pty Ltd ¹⁵	NABERS energy and water rating Year 2 – 75 Harrington Street, The Rocks (Rendezvous Hotel)	\$3,440
Serenity Asset Sussex Pty Ltd ¹⁵	NABERS energy and water rating Year 2 – 319 Sussex Street, Sydney (Vibe Hotel Darling Harbour)	\$3,440
Strata Plan 102354	NABERS energy and water rating Year 1 and energy action plan – 6 Loftus Street, Sydney	\$8,050

¹⁵ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount
Strata Plan 102355	NABERS energy and water rating Year 1 and energy action plan – 18 Loftus Street, Sydney	\$8,050
Strata Plan 102356	NABERS energy and water rating Year 1 and energy action plan – 15 Young Street, Sydney	\$13,150
Strata Plan 45205	NABERS energy and water rating Year 1 and energy action plan – 38-52 College Street, Darlinghurst	\$13,000
Strata Plan 47754	Renewables and electrification feasibility assessment – 122 Saunders Street, Pyrmont	\$4,818
Strata Plan 50705	NABERS energy and water rating Year 2 and updated energy action plan – 22 Sir John Young Crescent, Woolloomooloo	\$5,000
Strata Plan 54560	Renewables and electrification feasibility assessments – 57 Hereford Street, Glebe	\$10,720
Strata Plan 60346	NABERS energy and water rating Year 1, and energy action plan with renewables and electrification feasibility assessments – 466-470 Wilson Street, Darlington	\$11,574
Strata Plan 62662	NABERS energy and water rating Year 1, energy action plan and feasibility assessment – 2-14 Bunn Street, Pyrmont	\$14,976
Strata Plan 64083	NABERS energy and water rating Year 1, energy action plan and feasibility assessment – 87-91 Cathedral Street, Woolloomooloo	\$14,976
Strata Plan 69259	Renewables and/or electrification feasibility assessments – 2-4 Powell Street, Waterloo	\$4,000
Strata Plan 74896	Electrification feasibility assessment – 7 Sterling Circuit, Camperdown	\$3,500
Strata Plan 79633	NABERS energy and water rating Year 1 and energy action plan with renewables and electrification feasibility assessments – 21-25 Coulson Street, Erskineville	\$15,000

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Organisation in application	Project name	Cash amount
Strata Plan 80937	NABERS energy and water rating Year 1 and energy action plan with renewables and electrification feasibility assessments – 2 Bowman Street, Pyrmont	\$15,000
Strata Plan 86684	NABERS energy and water rating Year 2 and updated energy action plan – 1 Distillery Drive, Pyrmont	\$5,000
Strata Plan 96564	NABERS energy and water rating Year 1 and energy action plan – 830 Elizabeth Street, Waterloo	\$12,510
Strata Plan 96847	Renewables and electrification feasibility assessments – 172 Ross Street, Forest Lodge	\$15,000
Strata Plan 20795	NABERS energy and water rating Year 1 and energy action plan with renewables and electrification feasibility assessments – 278 Sussex Street, Sydney	\$11,850
Strata Plan 65151	NABERS energy and water rating Year 2 and updated energy action Plan – 27-51 Palmer Street, Woolloomooloo	\$3,085
The Owners Corp SP70479	NABERS energy and water rating Year 1 and energy action plan – 19 Elizabeth Bay Road, Elizabeth Bay	\$15,000
The Owners Corp SP83038	NABERS energy and water rating Year 2 and updated energy action plan – 2 Coulson Street, Erskineville	\$5,000
The Owners Corp SP94145	Renewables and electrification feasibility assessment – 67-77 Epsom Road, Rosebery	\$2,727
The Owners' Strata Plan 13576	NABERS energy and water rating Year 1 and energy action plan with renewables and electrification feasibility assessments – 42 Macleay Street, Elizabeth Bay	\$14,049
The Owners Strata Plan 52720	NABERS energy and water rating Year 1, energy action plan and feasibility assessment – 63 Crown Street, Woolloomooloo	\$15,000

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Organisation in application	Project name	Cash amount
The Owners Strata Plan 86807	NABERS energy and water rating Year 1 and energy action plan with renewables and electrification feasibility assessments – 8 Sam Sing Street, Waterloo	\$6,809
The Trustee for Mulpha Hotel Sydney Trust	NABERS energy and water rating and action plan Year 1 – 117 Macquarie Street, Sydney (InterContinental Sydney)	\$5,125
Total		\$386,761

Innovation and ideas grants

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Accessible Arts	Arts Activated 2024 – conference	\$33,800	–	–
Accessible Arts	Access ideas and insights: 2024 hybrid forum series	\$30,000	–	–
Asian Australian Artists Assoc Inc	SPACE 2– for artists, creative technologists and cultural entrepreneurs	\$26,352	–	–
Australian Fashion Council Ltd	Environmental and social impact series	\$25,000	–	–
Better Renting Ltd	The Community Coping cookbook	\$25,000	–	–
Blax Capital Pty Ltd	Indigenous gender lens fund	\$31,000	–	–
Cicada Innovations Pty Ltd	Cicada x Tech23– annual festival for the deep tech startups sector	\$10,000	–	–
Cicada Innovations Pty Ltd	Tech23 – annual festival for the deep tech startups sector	\$10,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Climate Salad Pty Ltd	Australian Climate Tech Festival	–	–	Venue hire fee waiver to the value of \$15,905
Climate-KIC Australia Ltd	Renewable energy buyers' group facilitation pilot	\$40,000	–	–
Creative Plus Business Group Pty. Ltd	Artselerate – program for creative practitioners and arts professionals	–	–	Venue hire fee waiver to the value of \$1,402
Department of Enterprise, Investment and Trade	NSW international student volunteer program	\$15,000	\$15,000 (Year 1 – 23/24) \$15,000 (Year 2 – 24/25) \$15,000 (Year 3 – 25/26)	–
Diversity Arts Australia	Creative cultural equity training	\$40,000	\$40,000 (Year 1 – 23/24) \$40,000 (Year 2 – 24/25)	–
Fishburners Ltd	The Circular Hubstartup – supporting entrepreneurs to shift to a circular economy	\$30,000	–	–
Fitness Australia Ltd	Fitness industry sustainability project	\$50,000	–	–
Free Broadcast Inc	Resonance –program exploring First Nations people and people of colour values of race, culture and identity	\$17,000	–	–
Green Music Australia	Building environmental leadership and responsible practice in Sydney's music industry	\$20,000	–	–
Health Consumers NSW Inc	Collaborate and connect – workshops	\$45,745	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
	with Aboriginal and Torres Strait Islander young people			
Innovillage Pty Ltd	Sydney climate action week	\$20,000	\$20,000 (Year 1 – 23/24) \$20,000 (Year 2 – 24/25) \$20,000 (Year 3 – 25/26)	–
Inspiring Rare Birds Pty Ltd	InnovateHER: driving equality in emerging tech	\$36,000	–	–
Pact Centre for Emerging Artists Inc	Designers-in-residence and theatre technician training program	\$36,500	–	–
Pocket City Farms	Indigenous cultural garden	\$31,300	–	–
Refugee Council of Australia Inc	Addressing Sydney's hidden homelessness	\$40,000	\$40,000 (Year 1 – 23/24) \$40,000 (Year 2 – 24/25) \$40,000 (Year 3 – 25/26)	–
ReLove	ReLove corporate donor strategy	\$25,000	\$50,000 (Year 1 – 22/23) \$25,000 (Year 2 – 23/24)	–
Remix Summits Pty Ltd	Business of culture incubator and creative entrepreneurship course	\$38,608	\$38,608 (Year 1 – 22/23) \$38,608 (Year 2 – 23/24)	Venue hire fee waiver to the value of: \$520 (Year 1 – 22/23) \$541 (Year 2 – 23/24)
Shelter NSW Inc	Intersectionality of housing needs for the LGTBQIA+ community	\$27,700	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Six Hunt Pty Ltd	Future histories of hospitality – making the hospitality industry more sustainable	\$30,000	–	–
St. Vincent's Hospital Sydney Ltd	Cooling hub for people experiencing homelessness	\$49,177	–	–
Startsomegood Pty Ltd	Diverse perspectives enterprise program – training program for First Nations and migrant entrepreneurs	\$31,600	–	–
Startup Muster Pty Ltd	Startup muster Sydney – survey	\$25,000	\$25,000 (Year 1 – 23/24) \$25,000 (Year 2 – 24/25) \$25,000 (Year 3 – 25/26)	–
Sydney Western Harbour Business Improvement District Ltd	Environmental, social and governance pilot	\$50,000	–	–
The University of Sydney	Environmental monitoring through citizen science – research project	\$29,350	–	–
University of Technology Sydney	Refugee employment in Sydney: The role of multinational corporations	\$13,350	–	–
University of Technology Sydney	Tidda Talk Train – training program to upskill Aboriginal and Torres Strait Islander wellbeing facilitators	\$49,323	–	–
Workventures Ltd	National device bank feasibility pilot	\$50,000	\$50,000 (Year 1 – 23/24) \$48,018 (Year 2 – 24/25)	–
YCK Laneways Association Inc	HospoDECLARE – sustainability	\$50,000	–	–

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Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
	framework for the hospitality industry			
Total		\$1,081,805	–	\$17,848

Knowledge exchange sponsorship*

Organisation in application	Project name	Cash amount	Multi year cash totals	Value-in-kind detail and amount
Australian Festivals Assoc Inc	Best practice in harm reduction training at music festival events	\$17,652	\$21,752 (Year 1 – 22/23) \$17,652 (Year 2 – 23/24)	–
Haymarket HQ Pty Ltd	Sydney Landing Pad	\$40,000	\$40,000 (Year 1 – 22/23) \$40,000 (Year 2 – 23/24)	–
Michelle Tabet Pty Ltd	Making Space for Culture Incubation Program 2022–2024	\$37,800	\$37,800 (Year 1 – 22/23) \$37,800 (Year 2 – 23/24)	Venue hire fee waiver to the value of: \$2,010 (Year 1 – 22/23) \$2,211 (Year 2 – 23/24)
SBE Australia Ltd	Evolve and market research program	\$20,000	\$20,000 (Year 1 – 21/22) \$20,000 (Year 2 – 22/23) \$20,000 (Year 3 – 23/24)	–
University of Technology Sydney	Sustainable Temporary Adaptive Reuse (STAR) Toolkit	\$40,000	\$40,000 (Year 1 – 21/22) \$40,000 (Year 2 – 22/23) \$40,000 (Year 3 – 23/24)	–
Total		\$155,452		\$2,211

* Program not continued in the new policy and guidelines approved by Council on 22 August 2022. Grants shown here were approved under the previous policy and guidelines, with 2023/24 commitments.

Outside grant program¹⁶

Organisation in application	Project name	Cash amount
ACON Health Ltd	NSW LGBTQ+ local government safety seminar series	\$40,000
QTOPIA Ltd	Sunday's at Qtopia Sydney	\$100,000
Total		\$140,000

Quick response grants

Organisation in application	Project name	Cash amount	Value-in-kind details
1 Million Women Ltd	1 Million Women Festival of Solutions	\$8,225	–
107 Projects Inc as auspice for Andreea Kindryd	From Slavery to the Stars book launch and film event	\$2,000	–
107 Projects Inc as auspice for Mr Adam France	Modernmurri	\$5,000	–
107 Projects Inc as auspice for Mr Aslam Abdus-Samad	Words I Wish I Had	\$4,250	–
3Bridges Community Ltd as auspice for William Gordon	NXT GEN Koori Knockout Team	\$10,000	–
3Bridges Community Ltd as auspice for William Gordon	NXT GEN NXT LVL R.U.	\$10,000	–
Aboriginal Dance Theatre Redfern	Fireworks compliance	\$7,000	–
Aboriginal Housing Co Ltd as auspice for Shirley Lomas ¹⁷	2025 grand cultural gathering of the Indigenous People	\$4,910	–
Alexandria Rovers Junior Rugby League Football Club Inc	Alexandria Rovers over 35's	\$3,900	–
Asian Australian Artists Association Inc	Vivid x Club 4A x Eastern Margins	\$10,000	–
Asylum Seekers Centre	Cultural walking tours	\$2,180	–

¹⁶ Grants approved out of scheduled grants round

¹⁷ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Value-in-kind details
Australian Breaking Association Inc	QMS 2023 World DanceSport Federation Oceania Breaking Championships	–	Venue hire fee waiver to the value of \$7,214
Australian Dance Council Ausdance NSW Inc	Dance artist in residence night	\$4,000	–
BlaQ Aboriginal Corp	2023 Referendum resilience building	\$10,000	–
Bobby Goldsmith Foundation	Bobby Goldsmith Foundation 40th anniversary event	\$5,000	–
Christmas in Pyrmont Inc	Christmas in Pyrmont	\$10,000	–
City North Men's Shed Inc	Workshop protective equipment	\$673	–
Clean up Australia Ltd	Clean Up Redfern-Waterloo 2024	\$10,000	–
Counterpoint Community Services Inc	Our Pets and why we love them	\$9,500	–
Crampers ¹⁸	TakeOver	\$1,950	–
Deadly Connections Community and Justice Services Ltd	Deadly Connections Christmas Party 2023	\$10,000	–
Destructive Steps Dance Association Inc as auspice for Tony Oxybel	Back to Basics Ball II - Back in Time Edition	\$10,000	–
First Nations Response Ltd	FNR x Redfern 2023	\$10,000	–
First Nations Response Ltd as auspice for Sam Alderton-Johnson	Impact policy podcast	\$10,000	–
Footscape Inc	Foot care kits	\$4,000	–
Free Broadcast Inc as auspice for Stephen Ferris	Souled Out	\$4,500	–

¹⁸ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Value-in-kind details
Glebe Youth Service Inc as auspice for Kirawhan Fernando	Bangawarra Bujari	\$10,000	–
Iyoria Aboriginal Corp	Supporting artists and creatives at a luncheon	\$9,300	–
Krosswerdz Inc	Uprock block party	\$2,625	–
Metropolitan Local Aboriginal Land Council as auspice for James Smith	European university tour	\$5,114	–
Milk Crate Theatre	Social impact rountable	\$7,525	–
Mudgin-Gal Aboriginal Corp as auspice for Kowana Welsh	Representative sports tournament	\$1,305	–
National Centre of Indigenous Excellence Ltd	Young Fit and Deadly Holiday program	\$5,000	–
New Ghosts Theatre Company	The Street Party Named Fitz	\$7,500	–
New Ghosts Theatre Company as auspice for Akimbo + Co	The Swell by Isley Lynn	\$8,620	–
Newtown Synagogue Inc	Reduce carbon footprint of Newtown Synagogue Community Hall	\$8,000	–
No Meat May Inc	No Meat May Sustainable Community Kitchen	–	Venue hire fee waiver to the value of \$750
People with Disability Australia Ltd	People with Disability Australia at the 2024 Sydney Gay and Lesbian Mardi Gras Festival	\$6,475	–
Redfern Youth Connect (Australia) Ltd	Warehouse, kitchen and sports equipment	\$10,000	–
Refugee Council of Australia Inc	Refugee Week 2024	\$9,900	–
Schizophrenia Fellowship of New South Wales Ltd	One Door Mental Health Primary Integrated Care Support Service Arty Party	\$3,850	–

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Organisation in application	Project name	Cash amount	Value-in-kind details
Shopfront Arts Co-op Ltd ¹⁹	Performance by Queer Young People on stage at Fair Day 2024	\$10,000	–
Shopfront Arts Co-op Ltd as auspice for Laneikka Denne	This is not a Play about Valerie Jean Solanas	\$3,968	–
Shopfront Arts Co-op Ltd as auspice for Ms Lily Hayman	Your Name production season at KXT	\$7,000	–
St John's Anglican Church Glebe as auspice for Scarred Tree Indigenous Ministries	Aboriginal cultural space support	\$573	–
St Vincent De Paul Society NSW	Publishing homeless and disadvantaged writers	\$1,000	–
Strata Plan 82782B	Lets Help	\$10,000	–
Surry Hills Liquor Accord	PrideVis	\$6,994	–
Surry Hills Neighbourhood Centre Inc	Northcott entrance design project	\$4,000	–
Surry Hills neighbourhood Centre Inc as auspice for as auspice for The Camp	Northcott fitness workout	\$9,000	–
Sydney University Settlement	The Settlement Kids school holiday program April 2024	\$9,309	–
The Folk Federation of New South Wales Inc	Live pop-up street performances	\$3,750	–
The Girls & Boys Brigade	Waves of Wellness	\$950	–
The Living Room Theatre Inc	The Reckoning	\$5,500	–
The Marmalade Foundation Ltd	Lou's Place 25th Birthday	\$8,500	–
The Performance Space Ltd as auspice for Jen Waterhouse (AKA Wart)	Heart Fairies	\$5,000	–

¹⁹ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Cash amount	Value-in-kind details
Tribal Warrior Aboriginal Corp as auspice for Redfern All Blacks Rugby League Football Club Inc	Redfern All Blacks 51st Annual NSW Aboriginal Knockout	\$6,000	–
UCA – Newtown Mission	Community Kitchen – oven for the Jordan Cafe	\$6,039	–
University of Technology Sydney Students' Assoc	Cold storage and protein options in the Bluebird Pantry	\$9,970	–
Vegan NSW Inc	The re-establishment of Sydney Vegan Market at The Entertainment Quarter	\$5,000	–
Vegan NSW Inc	February Sydney Vegan Market at the Entertainment Quarter	\$2,300	–
Vine Church	Mardi Gras @ Vine Church	\$2,400	–
Weave Youth & Community Services Ltd	Essential supplies for individuals and families in crisis	\$7,000	–
Weave Youth & Community Services Ltd	Youth Week celebration and art exhibition for Woolloomooloo and Redfern communities	\$9,905	–
Wildflower, Gardens for Good Ltd	Wildflower networking opportunities	\$2,000	–
Wildflower, Gardens for Good Ltd	Australian Institute of Horticulture awards night	\$3,000	–
Womens and Girls Emergency Centre Inc as auspice for Mrs Alina Camiller	Window of time – Art Wellbeing + Therapy	\$5,600	–
Total		\$407,060	\$7,964

Street banner sponsorship

Organisation in application	Project name	Value-in-kind amount*
Art Gallery of New South Wales	Kandinsky and Louise Bourgeois exhibitions	\$9,000
Art Gallery of New South Wales	Archibald, Wynne and Sulman Prizes 2024	\$4,500
Art Gallery of New South Wales	Alphonse Mucha: The Spirit of Art Nouveau	\$4,500
Australia ICOMOS Inc	ICOMOS General Assembly 2023	\$15,504
Opera Australia	Sunset Boulevar	\$9,000
QTOPIA Ltd	The Official Opening of Qtopia Sydney	\$4,500
St Vincent de Paul Society NSW	Vinnies CEO Sleepout 2024	\$1,440
Sydney Dance Company	Up Close: Somos	\$1,200
Sydney Dance Company	Twofold	\$1,800
Sydney Jewish Museum ²⁰	How the light gets in	\$6,360
Sydney Theatre Company Ltd	Sydney Theatre Company's Dracula	\$9,000
The Bell Shakespeare Company Ltd	King Lear	\$4,260
The Haymarket Institute	The Lanterns Pavilion 2023	\$4,488
Total		\$75,552

*Street banner pole hire fee waiver

Venue support grants and sponsorship

Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Arinex Pty Ltd	Heritage lecture	\$15,340	–
Artists By Any Other Name Ltd	Legends and Lanterns	\$15,341	–
Australian Red Cross Society	Red Cross retail fund-raising pop-up store	\$13,423	–

²⁰ Grant awarded. Not taken up by organisation

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Back to Ultimo	An annual event for current and previous residents of Ultimo	\$224	Venue hire fee waiver to the value of: \$215 (Year 1 – 22/23) \$224 (Year 2 – 23/24) \$233 (Year 3 – 24/25)
BlaQ Aboriginal Corp	BlaQ Ball gala dinner 2024	\$6,307	–
Bobby Goldsmith Foundation	Cirque du Noir gala auction fundraising event	\$6,744	–
CareerSeekers New Australian Internship Program Ltd	CareerSeekers Spotlight 2024	\$10,542	–
Clean Up Australia Ltd	Clean Up Australia Day 2024 launch	\$1,068	–
Click Ink Inc	Grand slam	\$7,670	–
Climate Action Foundation Ltd	Climate Action Week Sydney	\$5,510	–
Climate Action Group	Climate writers get together	\$1,440	–
Country Women's Association of NSW	Development of creative skills in community	\$3,541	Venue hire fee waiver to the value of: \$3,541 (Year 1 – 23/24) \$4,051 (Year 2 – 24/25)
Crystal Meth Anonymous	Self help group meetings	\$166	Venue hire fee waiver to the value of: \$166 (Year 1 – 23/24) \$210 (Year 2 – 24/25) \$239 (Year 3 – 25/26)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Crystal Meth Anonymous NSW Area Inc	Twelve Step meeting	\$760	Venue hire fee waiver to the value of: \$731 (Year 1 – 22/23) \$760 (Year 2 – 23/24) \$791 (Year 3 – 24/25)
Dirty Feet Ltd	The Right Foot – inclusive contemporary dance workshop	\$1,302	–
Disability Rocks Inc	Weekly dance class	\$6,564	Venue hire fee waiver to the value of: \$6,311 (Year 1 – 22/23) \$6,564 (Year 2 – 23/24) \$6,826 (Year 3 – 24/25)
Gamarada	Spirituality and traditional healing	\$5,163	Venue hire fee waiver to the value of: \$5,163 (Year 1 – 23/24) \$5,369 (Year 2 – 24/25) \$5,584 (Year 3 – 25/26)
Heartfulness Institute	Free meditation	\$1,750	–
House to Grow	Lifelong education program	\$2,522	–
Independent Primary School Heads of Australia Ltd	Performing arts festival 2023	\$25,282	–

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Macquarie University	National Indigenous science education program	\$2,371	Venue hire fee waiver to the value of: \$2,280 (Year 1 – 22/23) \$2,371 (Year 2 – 23/24) \$2,466 (Year 3 – 24/25)
Make-A-Wish foundation of Australia Ltd	Make-A-Wish activity	\$7,670	–
Mandala Community Counselling Service Inc	Training new counsellors	\$882	Venue hire fee waiver to the value of: \$848 (Year 1 – 22/23) \$882 (Year 2 – 23/24) \$917 (Year 3 – 24/25)
Narcotics Anonymous	Monday meetings, Erskineville Town Hall	\$1,366	Venue hire fee waiver to the value of: \$1,366 (Year 1 – 23/24) \$1,421 (Year 2 – 24/25) \$1,478 (Year 3 – 25/26)
Narcotics Anonymous	Wednesday meetings, Reginald Murphy Community Centre	\$1,182	Venue hire fee waiver to the value of: \$1,182 (Year 1 – 23/24) \$1,229 (Year 2 – 24/25) \$1,278 (Year 3 – 25/26)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Narcotics Anonymous	Thursday night meetings, Glebe Town Hall	\$728	Venue hire fee waiver to the value of: \$670 (Year 1 – 22/23) \$728 (Year 2 – 23/24) \$788 (Year 3 – 24/25)
Narcotics Anonymous	Thursday meetings, Redfern Community Centre	\$8,902	Venue hire fee waiver to the value of: \$8,902 (Year 1 – 23/24) \$9,258 (Year 2 – 24/25) \$9,628 (Year 3 – 25/26)
Narcotics Anonymous	Friday night meetings, Rex Centre	\$896	Venue hire fee waiver to the value of: \$832 (Year 1 – 22/23) \$896 (Year 2 – 23/24) \$963 (Year 3 – 24/25)
Narcotics Anonymous	Friday night meetings, Glebe Town Hall	\$3,087	Venue hire fee waiver to the value of: \$2,938 (Year 1 – 22/23) \$3,087 (Year 2 – 23/24) \$3,242 (Year 3 – 24/25)
Narcotics Anonymous	Friday meetings, Reginald Murphy Community Centre	\$1,915	Venue hire fee waiver to the value of: \$1,915 (Year 1 – 23/24) \$1,991 (Year 2 – 24/25) \$2,071 (Year 3 – 25/26)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Narcotics Anonymous	Saturday meetings, Brown Street Community Hall	\$2,201	Venue hire fee waiver to the value of: \$2,201 (Year 1 – 23/24) \$2,289 (Year 2 – 24/25) \$2,381 (Year 3 – 25/26)
Narcotics Anonymous	Sunday men’s meeting, Brown Street Community Hall	\$1,761	Venue hire fee waiver to the value of: \$1,761 (Year 1 – 23/24) \$1,832 (Year 2 – 24/25) \$1,905 (Year 3 – 25/26)
NSW Council for Pacific Communities Inc	PAC GALA (Pacific Artistry Celebration)	\$10,076	–
NSW government schools	2023 Recognition Day	\$3,240	–
Probus South Pacific Ltd	Monthly gatherings for retirees	\$532	–
Share	Older person’s movement classes	\$1,502	Venue hire fee waiver to the value of: \$459 (Year 1 – 21/22) \$953 (Year 2 – 22/23) \$1,502 (Year 3 – 23/24)
SLAA Augustine Fellowship	12 step fellowship program	\$897	Venue hire fee waiver to the value of: \$897 (Year 1 – 23/24) \$974 (Year 2 – 24/25) \$1,055 (Year 3 – 25/26)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Social Impact Hub Foundation Ltd	Social Impact Showcase	\$1,163	–
Spanish Community Care Assoc	Weekly day centre	\$6,126	Venue hire fee waiver to the value of: \$5,592 (Year 1 – 21/22) \$5,816 (Year 2 – 22/23) \$6,126 (Year 3 – 23/24)
Sydney Chinese Classical Poetry Assoc	Weekly gatherings for cultural experiences	\$6,250	Venue hire fee waiver to the value of: \$6,250 (Year 1 – 23/24) \$6,500 (Year 2 – 24/25) \$6,760 (Year 3 – 25/26)
Sydney Male Choir Inc	Annual fund raising concert	\$16,398	Venue hire fee waiver to the value of: \$16,398 (Year 1 – 23/24) \$16,398 (Year 2 – 24/25) \$16,398 (Year 3 – 25/26)
Sydney U3A	Weekly and fortnightly classes	\$4,192	Venue hire fee waiver to the value of: \$4,192 (Year 1 – 23/24) \$4,795 (Year 2 – 24/25)
Sydney U3A	Weekly Spanish class	\$6,023	Venue hire fee waiver to the value of: \$6,023 (Year 1 – 23/24) \$6,890 (Year 2 – 24/25)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
Sydney University Graduate Choir Inc	Sydney Sings	\$34,119	Venue hire fee waiver to the value of: \$34,119 (Year 1 – 23/24) \$35,825 (Year 2 – 24/25) \$37,616 (Year 3 – 25/26)
Team Sydney Inc	Newtown martial arts self defence GLMA	\$12,149	Venue hire fee waiver to the value of: \$13,860 (Year 1 – 22/23) \$12,149 (Year 2 – 23/24) \$12,635 (Year 3 – 24/25)
Team Sydney Inc	LGBTIQA+ Martial Arts Tournament	\$1,358	–
The Australian Remembrance Foundation	Lest We Forget Anzac Day Tribute	\$26,080	Venue hire fee waiver to the value of: \$26,080 (Year 1 – 22/23) \$26,080 (Year 2 – 23/24)
The Junction Neighbourhood Centre	SPARK Programs for older people	\$22,545	Venue hire fee waiver to the value of: \$20,281 (Year 1 – 21/22) \$21,092 (Year 2 – 22/23) \$22,545 (Year 3 – 23/24)
The Quilters Guild	Piecemakers Quilt making	\$1,909	Venue hire fee waiver to the value of: \$1,909 (Year 1 – 23/24) \$1,985 (Year 2 – 24/25)

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Organisation in application	Project name	Value-in-kind amount	Multi year value-in-kind details and amount
The Trustee for Sydney Community Foundation	11th Annual Maybanke lecture	\$1,833	–
Ukrainian Council of New South Wales Inc	Ukrainian community meeting – Yulia “Taira” Paievska from Ukraine	\$281	–
Ultimo Community Centre Chinese Senior Group	Senior group art and cultural programs	\$19,892	Venue hire fee waiver to the value of: <div style="text-align: right; margin-left: 20px;">\$18,392 (Year 1 – 21/22)</div> <div style="text-align: right; margin-left: 20px;">\$19,127 (Year 2 – 22/23)</div> <div style="text-align: right; margin-left: 20px;">\$19,892 (Year 3 – 23/24)</div>
Vietnam Centre Inc	Divine Females of the East – Feminine in Vietnamese Spirituality	\$313	–
Women's Reconciliation Network	Yarning circles	\$1,128	Venue hire fee waiver to the value of: <div style="text-align: right; margin-left: 20px;">\$1,128 (Year 1 – 22/23)</div> <div style="text-align: right; margin-left: 20px;">\$1,128 (Year 2 – 23/24)</div> <div style="text-align: right; margin-left: 20px;">\$1,128 (Year 3 – 24/25)</div>
Total		\$341,625	

External bodies exercising functions

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a6)

During the year 2023/24 there were no external bodies exercising functions delegated by the City.

Controlling interests

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a7)

During the financial year 2023/24 the City held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate or other body.

Partnerships

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a8)

During the financial year 2023/24, the City of Sydney took part in the corporations, partnerships, trusts, joint ventures, syndicates and other bodies below.

City West Housing Pty Ltd

City West Housing is a community housing provider that develops and manages affordable housing. It was established in 1994 to provide affordable housing in the Ultimo / Pyrmont redevelopment area.

The operational areas of City West Housing have expanded over the years to provide affordable housing all over the local government area. Funding sources for City West's operations include developer contributions collected by the City of Sydney for the purpose of providing affordable housing.

The City of Sydney was a preference shareholder until 20 March 2024. The redeemable preference share held by the City of Sydney was redeemed and the City of Sydney is no longer a shareholder of the Company.

City Recital Hall Ltd

City Recital Hall opened in 1999 as a purpose-built chamber music venue with a capacity of 1,246. It is the only such venue in Sydney, serving companies such as Musica Viva Australia, Australian Chamber Orchestra, Sydney Symphony Orchestra, Pinchgut Opera and Australian Brandenburg Orchestra.

In 2015, the City endorsed the establishment of not-for-profit organisation, City Recital Hall Ltd, to be constituted as a public company. The City established a governance structure, a company constitution, appointed company directors and established the City Recital Hall Ltd Board.

The City has provided financial support to the City Recital Hall Ltd for 9 years. The latest 5-year funding agreement and sublease expires in June 2025.

A City of Sydney representative participates on the risk and audit committee of City Recital Hall Ltd.

Resilient Sydney

The Resilient Sydney program is a collaboration of all 33 metropolitan councils of Sydney with the NSW Government, business and the community, and is aligned to the global Resilient Cities Network. The City of Sydney has hosted the program since 2015, which is funded by the local governments of Greater Sydney.

A metropolitan steering committee was established in 2016 to guide the program. The committee has local government representatives from the planning districts of Sydney, including the City of Sydney, executives from key state government agencies including the NSW Reconstruction Authority and business and community representatives.

In 2024 the implementation of the first Resilient Sydney strategy (2018) was completed. The strategy identified the key risks facing metropolitan Sydney and provided a roadmap for collaborative action to ensure our city is inclusive, connected and resilient. For 2023–2025, the City of Sydney received a 2-year grant to resource a project team and process to develop the second Resilient Sydney strategy (2025–2030). This grant is funded under the joint Australian Government–NSW Government National Partnership Agreement on Disaster Risk Reduction.

How the strategy is implemented

The project has hosted wide ranging engagement with community members, stakeholders and partners to reset the direction for the new strategy. The strategy will be implemented through the existing Resilience Ambassadors network of local government and through partnerships with government, business and the community sectors. In 2024 the Resilient Sydney data platform had more than 350 local government users accessing workshops and standardised and consistent data for disaster risk decision making across Sydney.

The Resilient Cities Network is a global city-led not-for-profit organisation that brings together knowledge, practice, partnerships,

and funding to empower cities to help them build a safe, equitable and sustainable future for all. The organisation works together with city based chief resilience officers to mobilise communities, city governments, urban practitioners and partners to produce impact-driven resilience strategies and projects. The network includes 98 member cities in 40 countries. It is funded by the Rockefeller Foundation and other partners.

As a member of the Resilient Cities Network, Resilient Sydney and the City of Sydney gain:

- access to world’s best practice knowledge and practitioners on strategic city resilience planning
- capacity building for city employees through attending and engaging in global and regional city focused events to share best practice in urban resilience
- access and support to use methodologies and resilience tools provided by the network
- access to potential global and local partners in business and philanthropy with an interest in investing or funding city resilience activities.

Other collaborative / cooperative arrangements

Throughout the year the City also worked with others in collaboration and cooperation to achieve shared outcomes. Details of those arrangements are below.

The food regulation partnership

The City has a partnership with the NSW Food Authority.

The partnership’s objectives are to:

- clarify the responsibilities of enforcement agencies for food regulation
- improve food safety coordination between enforcement agencies, including food inspections
- provide faster responses to food emergencies and food recalls
- enable all enforcement agencies to recover the costs of food regulation enforcement

- provide a food regulation forum for consultation with enforcement agencies and the retail food sector.

This partnership guides food regulation across NSW by providing a consistent reporting approach and employee training for monitoring and enforcing food safety.

University of Sydney and the University of Technology memoranda of understanding

The City of Sydney has established memoranda of understanding (MOU) with the University of Sydney and the University of Technology Sydney.

These MOUs align with the objectives of the City’s vision and the strategic directions of each institution. This establishes a collaborative and visible partnership around areas of shared mutual interest.

It includes a shared commitment to a sustainable, globally connected Sydney with vibrant, diverse precincts of liveable, learning and strong communities where each person can realise their potential, regardless of their social or cultural background.

The agreements focus on project and research partnerships, professional development opportunities, student learning opportunities, sustainability partnerships, data exploration, international student wellbeing and work-integrated learning, and city and urban planning.

High-level steering committees comprising City of Sydney and university representatives develop annual programs of projects based on identified priority areas of mutual interest.

Coordination is initially managed by the City and task groups are established on a project-by-project basis.

Welcoming Cities Network

Welcoming Cities is a national network of cities, shires, towns and municipalities who are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life. Members have unprecedented access to a community of like-minded local councils through knowledge-sharing, the development of partnerships, and sharing and celebrating successes.

Welcoming Cities is an initiative of Welcoming Australia, supported by the Scanlon Foundation.

Visitor Economy Greater Sydney Local Councils Group

Destination NSW has convened the Greater Sydney East Visitor Economy Local Government Working Group, which the City of Sydney participates in alongside other local councils including Waverley, Northern Beaches, Inner West, Woollahra and Randwick. The group's purpose is to enable Destination NSW to engage with Greater Sydney councils, and to share and collaborate in achieving the NSW Government's vision to be the premier visitor economy in the Asia Pacific.

This group ensures visitor economy strategies and initiatives are coordinated across government and between councils, monitors performance against targets and responds to emerging issues. The group meets quarterly and operates under agreed terms of reference. Most recently the working group participated in a workshop to review the NSW Visitor Economy Strategy 2030. The City also provided a written submission for the review of the strategy.

Sustainable Destination Partnership

The Sustainable Destination Partnership is a collaboration with leading accommodation and entertainment providers and cultural institutions aiming to improve the sustainability performance in the tourism and destination sector.

The partnership produces resources and tools to tackle the challenges facing the sector and helps Sydney become recognised as one of the world's top sustainable cities in the annual Global Destination Sustainability Index.

The partner members are: Accor Hotels, Amora Hotel, Art Gallery NSW, Australian Museum, Australian National Maritime Museum, Disney Australia, The Grace Sydney, Hilton Sydney, Hyatt Regency Sydney, Holiday Inn Darling Harbour, Holiday Inn Old Sydney, Holiday Inn Potts Point, Intercontinental Sydney, ICC Sydney, The Langham Sydney, Marriott Sydney Harbour, Merlin Entertainments, Museum of Applied Arts and Sciences, Museum of Contemporary

Art Australia, Park Royal Sydney, Pier One Sydney Harbour, Schwartz Family Company, Shangri-La Sydney, Sheraton Grand Sydney, The Star, State Library NSW, Sydney Fish Markets, Sydney Living Museums, Sydney Opera House, TFE Hotels and YHA Australia. Associate members are Business Events Sydney, Earthcheck, Green Building Council of Australia, Good Compass, Griffith University, My Green Butler, NABERS, OzHarvest, Property Council of Australia, Supply Chain Sustainability School, Tourism Accommodation Australia, Tourism Transport Forum and Destination NSW.

Tech Central Alliance

Tech Central is Australia's largest technology and innovation district. For several years, the City of Sydney has worked with other long-term anchor institutions in the precinct, including University of Sydney, University of Technology Sydney, Sydney Local Health District and Inner West Council to progress the development of the precinct.

A self organised group called the Tech Central Alliance aims to drive progress on the funding and design process for the establishment of a formal governance entity for the Tech Central district, in order to develop the value proposition across industry and government and delivering collaborative pilot projects through subcommittees.

Joint use of facilities memorandum of understanding with NSW Department of Education

Under the 2017 Memorandum of Understanding for Joint Use Projects between the City of Sydney and the NSW Department of Education, 3 agreements are in place for joint use of sporting facilities and community spaces. These agreements cover Alexandria Park Community School and Alexandria Park, Inner Sydney High School and Prince Alfred Park, and Green Square Public School and Community Spaces.

The redevelopment of the Alexandria Park Community School was completed in early 2023. It provides for shared use of a new competition-size sports field, 2 outdoor multi-purpose sports courts, a multi-purpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include an indoor gymnasium, fitness training

areas and associated amenities. The project was completed in late 2020.

The Green Square Public School and Community Spaces is under construction in the Green Square community and cultural precinct, Zetland. The project is being jointly funded by the City of Sydney and the Department of Education and includes a 600-place primary school integrated with facilities designed for both school and community use, including a community hall, a multi-purpose court, courtyard and multi-purpose community spaces. The school will open in 2025.

SSROC Procure Recycled – Paving the Way initiative

Under the Procure Recycled memorandum of understanding, which focuses on working together to develop a framework for regional procurement of recycled material in infrastructure, the City of Sydney, along with 15 other councils, participated in the Southern Sydney Regional Organisation of Councils' Paving the Way coordinated tender for sustainable road construction materials. The tender, which was the largest council-led procurement of its type in NSW, aggregated demand and created a closed-loop market for around one third of kerbside domestic glass per year as a substitute for natural sand and was finalised in 2021. The City continues to use the arrangement and as part of the same working group, other materials are being considered including participation in a multi-council trial incorporating crumb rubber from old tyres to see if it improves the performance of our roads.

Regional waste working group

We work closely with the Southern Sydney Regional Organisation of Councils (SSROC) and 11 of its participating councils to implement a regional waste strategy and actions. Our CEO Monica Barone is the chair of the waste working group.

In May 2023 the City hosted the mayoral summit, which included around 140 mayors, councillors, general managers/CEOs and management employees to collaborate on critical waste issues. Following its success the leadership team, in conjunction with Resilient Sydney and the NSW EPA, formed the Greater Sydney Waste Leadership Forum. This Forum seeks to establish a

collaborative partnership to co-design, develop, support, advise and share plans and knowledge to achieve actions and set targets to improve waste management and resource recovery for the communities of Greater Sydney.

These projects were also completed by the SSROC working group in 2023/24:

- a 12-month uniform recycling trial for 9 Sydney councils, including City of Sydney
- kerbside and council facility audits across the region to support improved data collection and understanding councils waste stream
- coordinating responses to state consultations on proposed introductions of new organics collection mandates and waste levy review
- a regional waste risk and resilience project
- explored opportunities for joint procurement of recycling contracts for councils.

Sydney Harbour and Cooks River coastal management programs

The Greater Sydney Harbour coastal management program project team is managed by the Sydney Coastal Council Group, a collaboration of 33 stakeholders across the catchment. In 2023 the project was rescoped with a greater focus on coastal hazards in the outer harbour catchments. The Cooks River coastal management program project team is managed by the Cooks River Alliance. The alliance brings together stakeholders from across the catchment to develop a coastal management program to improve the health of the Cooks River. In 2023/24 the project team completed a coastal hazards assessment for the Cooks River and developed hazard assessment mapping outputs to inform the next stage of the program.

Green Square town centre water treatment plant

The City of Sydney has entered into a contractual agreement with Sydney Water to operate the Green Square town centre water treatment plant. This agreement may in the

future form part of the City of Sydney's broader strategic partnership with Sydney Water in the future, looking to increase recycled water production within the local government area.

Better Buildings Partnership

The Better Buildings Partnership is a collaboration of leading institutional building owners working to improve the sustainability performance of existing commercial and public sector buildings in Sydney. It also drives national change across corporate portfolios and the broader commercial sector.

The partnership is focused on climate action, circular economy solutions and resilience by producing practical resources and tools to tackle shared challenges facing the commercial property sector to help Sydney become one of the world's top sustainable cities. The current members are: Brookfield Office Properties Australia, Charter Hall, the City of Sydney, DEXUS Property Group, Frasers Property, the GPT Group, Investa Property Group, Mirvac, Stockland and the University of Technology Sydney. The partnership is supported by government and industry members including GBCA, Property Council of Australia, NABERS and the City of Melbourne as well as associate members engaged in property management – JLL, CBRE and Colliers.

CitySwitch National Steering Committee

CitySwitch is a national local government partnership supporting Australian businesses to decarbonise on a trajectory to net zero emissions.

CitySwitch produces nationally consistent resources and campaigns through local engagement to drive climate action (scope 1,2 and 3), waste reduction and circular economy outcomes, building performance ratings and accreditations and sustainability leadership in the commercial sector.

The current term of the collaboration is 1 July 2022 to 30 June 2025. The program is governed through a National Steering Committee managed by the City of Sydney. The committee includes: North Sydney Council, City of Melbourne, City of Adelaide and the NSW Government (NABERS).

Residential Apartments Sustainability Reference Group

The City of Sydney leads a residential apartments sustainability reference group which was established in 2011. Its purpose is to inform, coordinate and advocate to achieve better sustainability and resilience outcomes in the strata residential sector.

Organisations represented include the NSW Government, (Ausgrid, Jemena, Sydney Water, Facilities Management Australia, Strata Community Association, Owners Corporation Network and the University of NSW.

World Cities Culture Forum

The World Cities Culture Forum (the forum) is the leading global network of more than 40 creative cities. The network shares a belief in the importance of culture for creating thriving cities. It provides global leadership on culture through evidence, inspiration and global collaboration.

Beginning in 2012 as an initiative of the Mayor of London for the 2012 Olympics and Paralympic Games, the 12 original participating cities of London, New York, Shanghai, Paris, Tokyo, Sydney, Johannesburg, and Istanbul, has now grown to 44 members including Sydney and Melbourne. The forum brings together senior policymakers to consider new trends, challenges and ideas, conduct comparative research and build a strong evidence base about the impact of culture on world cities and their residents.

The City has been a member of the forum since 2014 and has been actively participating in the yearly World Cities Culture Summit since 2017.

The forum enables the City to share information with other global cities, including benchmarking data and best practice policy frameworks. The City's membership has already provided significant value allowing the City to showcase its innovative work and gain valuable insights to improve policy objectives.

The 2023 summit was held in Sao Paulo, Brazil from 25 to 27 October 2023 under the theme Culture, Courage and Leadership for a New World.

The forum has also invested in multiyear research projects in between summits. This has included the Making Space for Culture Handbook and Toolkit and Culture and Climate Change. The City has contributed numerous case studies of its work complementing a global policy and program exchange.

The City of Sydney and Homes NSW

The City of Sydney and Homes NSW work together to improve services, safety and amenity for social housing residents in the City of Sydney local area.

Quarterly meetings are held to provide strategic leadership across shared priority areas. These meetings are held to resolve any current and pending issues that are identified and to plan strategic collaborative responses to improve safety and wellbeing outcomes for priority communities living in the City of Sydney local area, including social housing residents and people experiencing or at risk of homelessness.

Social housing operational meetings are held monthly between senior employees from the City of Sydney and Homes NSW to respond to issues including cleansing, waste and rodent management and other health and safety issues.

TAFE NSW

The City has developed partnership agreements with TAFE NSW to present free courses in our community centres to provide lifelong learning outcomes for community members. This includes English classes for new and older migrants at Ultimo Community Centre.

Music Cities Network

The international Music Cities Network actively works to support live music and performance and contemporary music policy at a municipal level. The network includes local government agencies and city-focused music advocacy organisations. It provides opportunities for sharing research, and knowledge, and works cooperatively to explore policy and advocacy. The group meets online monthly and has a yearly summit in a host-city. Recent years have focused on shared strategies for mitigating the impact of the Covid-19 pandemic on the live performance sector. Future projects are

focused on building an international network of music businesses and promoters across the member cities, and shared research on the creative spaces needed to support the music ecosystem.

Domestic Violence NSW and NSW Police

The City of Sydney in partnership with Domestic Violence NSW and NSW Police coordinates quarterly domestic and family violence forums to support collaboration and coordinate efforts across the sectors working to respond to and reduce violence. This includes producing domestic and family violence prevention and ally training for City of Sydney residents to build their understanding of gender-based violence, domestic and family violence, where to get help, and how to have safe supportive conversations.

This year's work forums included discussions led by the Aboriginal Women's Advisory Network, Wirringa Baiya Aboriginal Women's Legal Centre and Mudgin-gal Women's Place. This year's work focused on primary prevention and building a whole of community response to address gender-based violence.

Department of Communities and Justice

In 2023/24 the City produced programs under a funding agreement with NSW Department of Communities and Justice as part of the targeted earlier intervention program.

The program supports children, young people, families and communities experiencing, or at risk of vulnerability. The City is funded under the program's community strengthening stream for activities that facilitate an increased sense of belonging and community participation, and the empowerment and self-determination of communities. Our programs and initiatives produced in 2023/24 included the Connect Sydney skills and capacity building program (including a dedicated workshop series for Aboriginal and Torres Strait Islander organisations and communities), Youth Week and a youth training, co-design and skill development program.

Intersectoral homelessness health strategy

The intersectoral homelessness health strategy improves health outcomes for people experiencing homelessness by facilitating a

formalised strategic approach to the coordination of planning, delivery and evaluation of homelessness health services.

Partners in the strategy are South Eastern Sydney Local Health District, Sydney Local Health District, St Vincent's Health Network, Department of Communities and Justice, Central Eastern Sydney Primary Health Network and the City of Sydney.

HART

The Homelessness Assertive Outreach Response Team is made up of HOMES NSW, the City of Sydney and specialist health, homelessness and other non-government services. A collaborative approach between services results in better outcomes for both people sleeping rough and the wider community.

Youth Week programs and events

Youth Week takes place each year in April. The City participates each year and partners with local youth service organisations and young people to co-design a suite of programs and initiatives to engage, entertain and educate young people.

Seniors Festival

Seniors Festival celebrates the role seniors play and the contributions they make to the community. The City participates in Seniors Festival each year and provides seniors with opportunities to engage and connect with their community through a suite of social, health and wellbeing programs and activities. This includes the annual Seniors Festival Comedy Show, produced in partnership with the NSW Department of Communities and Justice.

Refugee Week programs and events

Refugee Week provides opportunities for communities to learn more about and celebrate the talents, skills, contributions and cultural diversity of refugees and people seeking asylum. The City supports Refugee Week through a range of events and extensive promotion.

Our membership of the Refugee Council of Australia's Refugee Welcome Zone initiative was highlighted and showcased during Refugee Week, with street banners, billboards and display panels across the city promoting messages of welcome.



Image 6. Sydney Town Hall open day, March 2024. Photo by Katherine Griffiths / City of Sydney

Equal employment opportunity

NSW Local Government (General) Regulation 2021 Clause 217 (1) (a9)

The City of Sydney takes its equal employment opportunity (EEO) obligations seriously. The City is an organisation that is recognised for its efforts in diversity and inclusion. In 2023/24 the below initiatives were carried out.

The City continued to achieve its actions in the People Strategy 2022–2026 which is supported by an EEO, diversity and inclusion action plan.

We continued our dedicated support for Aboriginal and Torres Strait Islander employees and communities. The Stretch Reconciliation Action Plan includes actions to celebrate Aboriginal and Torres Strait Islander culture, to support Aboriginal and Torres Strait Islander owned businesses and to recruit, develop and retain Aboriginal and Torres Strait Islander employees.

Following the release of the Aboriginal and Torres Strait Islander Workforce Strategy in June 2023, we worked to improve Aboriginal and Torres Strait Islander employment outcomes through recruitment, engagement, career development and retention. The City achieved its 2023 Stretch RAP target of 3% Aboriginal and Torres Strait Islander employment.

We reviewed our policies and procedures to ensure they support a workplace that is inclusive and implements fair practices and behaviours. We consulted with employees from diverse backgrounds including Aboriginal and Torres Strait Islander employees and employees from culturally and racially marginalised backgrounds on policies and procedures that affect them.

Examples of provisions developed this year include:

- increased paid parental leave to 26 weeks
- increased access to flexible work provisions, including individual flexibility and team-based flexibility, a principles-based initiative that allows managers and employees to discuss flexible work arrangements that meet their circumstances.
- new care and cultural leave
- reinstated purchased leave options.

The City continued to support and promote its 6 employee networks to grow in numbers and maturity: the Aboriginal and Torres Strait Islander employee network, City Women's network, City Pride, DiverseCity – our culturally diverse employee network, Young Professionals network and the renewed Disability network.

Two employee events were held to improve awareness and understanding of issues relevant to people with disability and people of diverse sexualities and genders.

International Day for People with Disability

This event, held on 29 November 2023, aimed to deepen understanding of barriers and challenges faced by people with non-visible disabilities. Topics such as disability leadership, invisibility, intersectionality and allyship were explored by a keynote speaker and an expert panel.

International Day Against Homophobia, Biphobia and Transphobia

This event, held on 17 May 2024, aimed to raise awareness of inclusion barriers and challenges faced by trans and bi+ communities.

In 2023/24 the City provided the following programs to raise awareness of diversity, inclusion and EEO, and to build skills for employees and managers.

Program name	Number of employees
Diversity and Inclusion at the City of Sydney	411
Inclusion (Disability) Awareness	296
Mental Health in the Workplace: Awareness and strategies to approach employees you are concerned about	56
Aboriginal and Torres Strait Islander Cultural Safety – senior leader briefing	66
Aboriginal and Torres Strait Islander Cultural Safety	15
Anti-racism (Australian Human Rights Commission)	38
Managing Mental Health Risks at Work	97
Mental Health First Aid	32
Managing Psychosocial Hazards in the Workplace	44

Additional development programs were produced to support and educate City employees on the Aboriginal and Torres Strait Islander Voice to Parliament referendum, cultural safety and cultural load.

The City developed employment initiatives that provide opportunities for Aboriginal and Torres Strait Islander candidates, young people with disability and refugees/asylum seekers who face barriers to employment.



Image 7. The City of Sydney’s Workforce Advisor – Aboriginal & Torres Strait Islander Inclusion. Photo by Nick Langley / City of Sydney

The City was active in developing identified employment opportunities with support from Anti-Discrimination NSW. Identified positions improve access to specific jobs, programs or services for certain groups of people. The City has continued to offer access to a pool of available positions to support diversity and inclusion efforts through talent led recruitment initiatives for Aboriginal and Torres Strait Islander people and people with disability.

Key relationships developed to support equal employment opportunities included:

- partnering with disability employment providers to create meaningful employment opportunities for people with disability
- continuing the long working relationship with Career Seekers and appointing people who have become refugees
- partnering with the Aboriginal Employment Service to increase candidate pools
- participating in the Australian Human Rights Commission’s IncludeAbility program as a member of its employer network.

Recognition and Accreditations

This year, the City was certified as a family friendly workplace by UNICEF Australia and Parents At Work.

The City was recognised as an inclusive employer by the Diversity Council of Australia.

We were also re-accredited as a disability confident recruiter by the Australian Network on Disability and maintained our membership with the Australian Network on Disability.

The City was awarded the NSW Local Government Award for Diversity and Inclusion, and the NSW UDIA and MYBOS Diversity and Inclusion Award for Excellence.



Image 8. City of Sydney cleansing and resource recovery staff members. Photo by Cassandra Hannagan / City of Sydney

General manager remuneration

NSW Local Government (General) Regulation 2021 Clause 217 (1) (b)

The total remuneration comprised in the remuneration package of the general manager (CEO) in 2023/24 is below.

Description	Amount
(i) the total value of the salary component of the package	\$490,177
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	\$0
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$53,919
(iv) the total value of any noncash benefits for which any of them may elect under the package	\$0
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	\$0

Senior staff remuneration

NSW Local Government (General) Regulation 2021 Clause 217 (1) (c)

The total remuneration comprised in the remuneration packages of all senior employees (other than the general manager) employed during the year 2023/24 is below. This is expressed as the total remuneration of all the senior employees concerned (not individuals) and including totals below.

Description	Amount
(i) the total value of the salary component of the package	\$2,790,736
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	\$0
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$424,593
(iv) the total value of any noncash benefits for which any of them may elect under the package	\$23,209
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	\$15,982

Persons performing paid work

NSW Local Government (General) Regulation 2021

Clause 217 (1) (d)

Details of persons performing paid work for the City of Sydney on Wednesday 14 February 2024 are below:

On Wednesday 14 February 2024	Number
(i) persons employed by the Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	2,128
(ii) persons employed by the Council as senior staff members ²¹	9
(iii) persons engaged by the Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person ²²	211
(iv) persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	1
Total persons who performed paid work for the Council	2,349

Stormwater charge

NSW Local Government (General) Regulation 2021

Clause 217 (1) (e)

In 2023/24, the net income received by the City of Sydney from the stormwater levy was \$2,100,410. The City's total capital expenditure on stormwater management projects was \$7,093,400, which was spent in the local area in 4 categories:

1. Detailed investigation of floodplain risk management options specified in the catchments' floodplain risk management plans.
2. Stormwater drainage assets condition assessment and database review.
3. Stormwater drainage renewals and upgrades including investigation, design and construction.
4. Stormwater quality infrastructure repair, renewal and additions works including investigation, design and construction.

The City also spent \$213,407 on maintenance of gross pollutant traps to remove and dispose of pollutants captured from the stormwater network.

In 2023/24, the City completed or partially completed the below stormwater quality improvement infrastructure works, including renewal, upgrade and stormwater quality improvement works.

²¹ Executive staff inclusive of the CEO and directors

²² Includes agency personnel engaged through labour hire/employment services providers. Excludes personnel employed by companies that tender for City of Sydney major services contracts

Work location	Drainage work
Roberston Road and Dibbs Street, Centennial Park	Raingarden renewal
Robertson Road, Centennial Park	Raingarden renewal
Bourke Street, Surry Hills	Raingarden renewal
Rushcutters Bay Park, Rushcutters Bay	Gross pollutant trap renewal

The City completed the below stormwater drainage works.

Work location	Drainage work
McDonald Street, Potts Point	Drainage renewal
Wyndham Street, Alexandria	Drainage renewal and upgrade
Henderson Road, Alexandria	Drainage renewal and upgrade
Holdsworth Street, Newtown	Drainage upgrade
Gowrie Lane, Newtown	Drainage upgrade
Rodens Lane, Millers Point	Drainage upgrade
Riley Street, Surry Hills	Drainage upgrade
Wilson Street, Newtown	Drainage upgrade
Hordern Lane, Newtown	Drainage upgrade
Mechanic Street, Newtown	Drainage upgrade
40B Copeland Street, Alexandria	Drainage renewal
729 Bourke Street, Surry Hills	Drainage renewal
Phillip Street, Sydney	Drainage renewal
Thurlow Lane, Redfern	Drainage renewal
Greenknowe Avenue, Elizabeth Bay	Drainage renewal
Mountain Street, Ultimo	Drainage renewal
St John Street, Newtown	Drainage renewal
Potter Street, Waterloo	Drainage renewal
Gadigal Avenue, Waterloo	Drainage renewal
13 and 25 Park Street, Erskineville	Drainage renewal
Stanley Street, Darlinghurst	Drainage renewal

Work location	Drainage work
Brown Lane, Newtown	Drainage renewal
Campbell Street, Glebe	Drainage renewal
2 Alfred Street, Sydney	Drainage renewal
Potter Street, Waterloo	Drainage renewal
Ada Lane, Erskineville	Drainage upgrade
Lodge Street, Forest Lodge	Drainage upgrade
MacDonald Street, Erskineville	Drainage upgrade
Monks Lane, Erskineville	Drainage renewal

The City completed or partially completed planning for the below future drainage work, including investigations, CCTV inspections and design solutions.

Work location	Drainage work
O’Riordan Street, Alexandria	Design investigation
Victoria Street, Potts Point	Design
Garden Street, Alexandria	Design
East of Redfern Oval, Elizabeth Street, Alexandria	Design
Intersection of Bunn Street and Pymont Street, Pymont	Design
465-467 Kent Street, Sydney	Design
Broadway, Ultimo	Design
Buckland Street, Ultimo	Design
Little Riley Street and Foveaux Street, Surry Hills	Design
Francis Street, Glebe	Design
Sims Street, Darlinghurst	Design
Bourke Street, Surry Hills	Design
Boronia Street, Redfern	Design
Christies Lane, Zetland	Design
Wentworth Park Road, Glebe	Design investigation

Coastal protection charge

NSW Local Government (General) Regulation 2021 Clause 217 (1) (e1)

The City did not levy an annual charge for coastal protection services in 2023/24.

Companion animals

NSW Local Government Act 1993 No.30 Clause 217 (1) (f) and NSW Companion Animals Act 1998

The City of Sydney's activities during the year in enforcing and ensuring compliance with the provisions of the *NSW Companion Animals Act 1998* and Regulation are detailed below.

Companion animal regulation

Pound data

From 1 July 2023 to 30 June 2024, 184 animals were collected by the City from streets in the local area, including 70 cats and 114 dogs.

Of these, 10 dogs and 4 cats were returned to their owners, without being impounded. The others were transferred to the Sutherland Shire Council Animal Shelter, except for 6 dogs which were transferred to other facilities. The City has a shared services agreement with the shelter to care for impounded animals.

- 164 animals transferred to the animal shelter by the City, in 2023/24:
- 5 cats and 36 dogs were returned to their owners
- One cat and 2 dogs were euthanised due to illness or poor suitability for rehoming due to temperament
- 77 cats and 48 dogs were rehomed by animal shelter employees.

Dog attacks

There were 163 reported dog attacks in the City of Sydney area in 2023/24 resulting in:

- 33 penalty notices
- 15 cautions (minor incidents)
- 80 had no action taken due to the offending dog not being able to be identified
- 36 are still under investigation
- 5 menacing dog orders
- One dangerous dog order
- 3 nuisance dog orders
- 2 were euthanised due to attack.

Some incidents saw an owner of a dog being reported in more than one of the above categories.

Off-leash dog areas

The City of Sydney has 50 off-leash dog areas in its parks and reserves. A list of these areas is available at cityofsydney.nsw.gov.au/dog-parks-in-sydney and displayed on the below map.

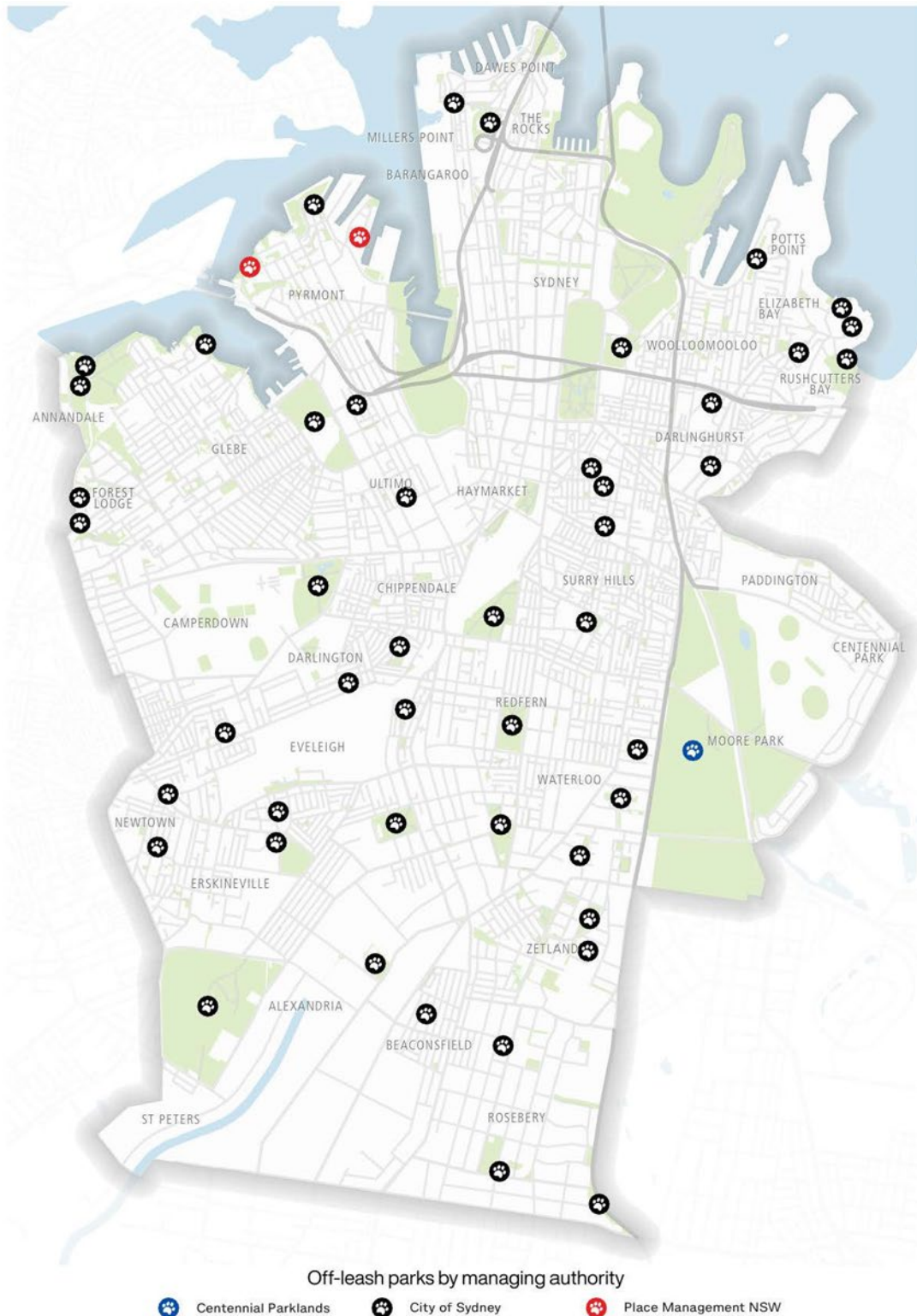


Image 9. Off-leash dog parks in City of Sydney local area

Companion animal community education programs

City of Sydney rangers and companion animal officers visit local parks and open spaces on a regular basis to remind park visitors about their rights and responsibilities under the Companion Animals Act. The City provides a fact sheet to educate residents about responsible animal care,

and leashes and clip-on dog waste dispensers. This is to encourage owners to clean up after their dogs and keep them on-leash when required.

Companion animals community events

Bicentennial Park responsible pet ownership pop-up event

On 11 November 2023, the City set up a responsible pet ownership tent in Bicentennial Park with a focus on ensuring dog owners were aware that the park area between Glebe Point Road and Johnstons Creek is an on-leash park. Educational material handed out on the day included:

- keeping dogs on-leash when not in a designated off-leash area
- picking up dog waste
- outlining areas where dogs are prohibited.

On the day, 31 pet owners were assisted with updating information on the NSW Pet Registry including:

- 25 owner details updated, including pet registration
- 6 change of address applications

Handouts included:

- 40 responsible dog ownership bags with information about responsible dog ownership, a leash and dog waste dispenser, torch and dog waste dispenser and silicon dog water bowl
- 5 responsible cat ownership bags with information about responsible cat ownership and 2 cat toys.

Erskineville Oval responsible pet ownership pop-up event

On 13 April 2024, the City set up a responsible pet ownership tent at Erskineville Oval. The aim of the event was to educate local dog owners about always keeping their dogs off the oval and on-leash in the grounds surrounding the oval. Educational material handed out on the day included:

- keeping dogs on-leash when not in a designated off-leash area
- picking up dog waste
- outlining areas where dogs are prohibited.

On the day 49 pet owners were assisted with updating information on the NSW Pet Registry.

Handouts included:

- 70 responsible dog ownership bags with information about responsible dog ownership, a leash and dog waste dispenser, torch and dog waste dispenser and silicon dog water bowl
- 4 responsible cat ownership bags with information about responsible cat ownership.

Northcott Surry Hills and Redfern and Waterloo pet days

These annual events are designed to educate the community about responsible pet ownership as well as allowing access to desexing, microchipping, veterinary health checks and parasite control. These events also aim to promote a sense of community for all pet owners while offering support and advice.

Northcott Pet Day was held in September 2023.

Redfern Waterloo Pet Day was cancelled in June 2024 due to heavy rain which flooded the venue site.



Image 10. Stall at Northcott Pet Day, Surry Hills, September 2024. Photo by Phoebe Pratt / City of Sydney

Promoting desexing and microchipping

The City offers subsidised pet desexing and microchipping to eligible pet owners year-round. Residents must hold a pension, concession or healthcare card to access this service.

Desexing and microchipping is provided free to residents holding a concession card attending the pet days.

The City continues to have a partnership with 3 local veterinary clinics to provide desexing for dog owners under this program. The resident is provided with a voucher number they can use to access the service through one of the subsidised clinics. The resident pays the clinic the subsidised amount to the clinic and the City funds the remainder of the cost. There is no cost for eligible residents who attend one of the pet day events.

In 2023/24, 15 dogs were desexed for free from the previous 2022/23 Redfern Waterloo Pet Day event, and 11 cats were desexed and 14 microchipped, while 15 dogs were desexed and 16 microchipped from the Northcott Pet Day.

Pensioner concession

For pet owning residents with pensioner concession or health care cards, the City provided subsidised desexing and microchipping and followed up with registrations. In total 6 dogs were desexed and 5 were microchipped under this program.

Operation Cat

To assist residents on low incomes or pensions, the City has been working with the Cat Protection Society of NSW to provide a subsidised desexing service. For \$54 residents can have their cats desexed, microchipped and transported to and from the veterinary surgery.

In 2023/24, 6 cats were de-sexed and 4 were microchipped as part of Operation Cat.

Under the City's programs, 17 cats were desexed and 18 cats were microchipped, while 36 dogs were desexed and 21 microchipped.

Glebe cat management program

In 2019, the City collaborated with rescue groups to implement a pilot cat management program for a colony of cats in Glebe that are cared for by local residents. The trap desex adopt release program involved trapping, desexing, vaccinating, and microchipping cats from the colony.

Before implementing the program the City consulted with RSPCA NSW on the best model and protocol to meet legislative requirements under both the Prevention of Cruelty to Animals Act 1979, and the Companion Animals Act 1998. It was decided that the trap desex adopt release program would be the best to use in an urban ecosystem where the impact of native wildlife is low, and where residents can provide ongoing care, feeding, and management of any cats that were returned to the colony site.

The objectives of the program were to stabilise the colony in terms of cat numbers and physical health, minimise and manage the level of complaints from residents about the cat colony and empower local residents through education and training to manage the cat colony.

Of the 9 adult cats that were released into the care of the residents that had been feeding them, 5 are still being cared for and monitored by the residents, one has been rehomed and 3 have passed away. The City provides ongoing food and veterinary care for this colony and all of the cats have been desexed.

This model of cat management has prevented unwanted kittens from being born and ending up at the shelter, reduced the likelihood of cats marking their territory, reduced cat fights in the area, and, as a result, has reduced the number of complaints about unowned cats in the area.

Street cat rehoming program

In 2023/24 the City continued to allocate funding towards the street cat rehoming program. The funding covered the costs to desex, microchip, and provide medical treatment for 39 kittens that were rescued from streets in the local area. The kittens were then rehomed through rescue groups and veterinary hospitals acting as satellite shelters for the City. Positive feedback from residents, rescue groups and veterinary hospitals has been received. This program is important for cat and stakeholder management.

Assistance Dog Program

In 2023/24 the City continued its partnership with MindDog Psychiatric Service Dog Association (NSW) to provide the City's assistance dog program. The program provides an opportunity for residents with disability to train their dog as an 'assistance animal'. The City subsidises the cost of this program for dog owners who are local residents and hold a valid pension card.

This program has enabled the City to develop its own assistance animals' accreditation process and provide clear guidance on what is required of residents to have their dog certified as an assistance animal. The participants are enrolled in the program for 12 months until they sit for their public access test for certification. There are currently 7 owners and dogs undergoing training, with 3 of these owners passing the test and receiving certification.

Pets in Need DFV program – Domestic and family violence pets and animals welfare support (DFV PAWS) grant

In November 2020, the City, in conjunction with the Sutherland Shire Council Animal Shelter's support, successfully applied for the domestic and family violence pets and animals welfare support grant through the NSW Department of Communities and Justice. This program provides emergency temporary accommodation for pets to support victims of domestic and family violence.

In 2023/24 the City continued to fund this program for pet owners living in the City of Sydney local area. This program provided temporary accommodation and medical care to 8 cats. Three of the cats were still boarding from the previous financial year and were reunited with their owners. Five of the cats accessed the program in the 2023/24 financial year. Three of these cats were desexed, 5 were vaccinated, and 3 were microchipped. All cats have now been reunited with their owners. The City allocated \$9,712 of funding towards this program.

Strategies

The City has a shared services agreement with the Sutherland Shire Council to use Sutherland's animal shelter – a low-kill facility with the lowest euthanasia rate in NSW. The focus for the agreement is to re-home all suitable animals and work together to provide a state-of-the-art animal adoption facility. The animals available for adoption are promoted in the City of Sydney employee newsletter.

Companion animal services financial report

The City spends in excess of \$300,000 annually on companion animal services, for which the NSW Office of Local Government (OLG) provided a total rebate of \$184,438 in 2023/24.

Companion animal activities funded by the rebate in 2023/24 include:

Allocated OLG funds	\$184,438.00
Operation Cat and Pet Day services – subsidised cat desexing and microchipping ²³	\$6,905.00
Glebe cat program – cost for food, parasite control and veterinary care	\$5,262.64
Street cat rehoming program – funding for desexing, microchipping, vaccination and veterinary care for kittens rehomed and rescued	\$4,341.00
Subsidised desexing program and pet days services – dog castrations and spays	\$15,265.95
Booster vaccinations and veterinary supplies from previous Redfern Waterloo Pet Day ²³	\$5,814.20
Northcott Pet Day – event company hire and security, dog agility and fencing, flea, worming, photobooth hire, pet tag engravers hire, and health check forms	\$26,892.13
Redfern and Waterloo Pet Day – event company hire Health check forms, treats and supplies	\$39,910.85
Face painters for Sutherland Shire Council Animal Shelter Open Day	\$660.00

²³ Includes invoices from the previous financial year receipted in 2023/24 financial year

Allocated OLG funds	\$184,438.00
Assistance dog program	\$9,680.00
Promotional material for companion animal events – collars, leashes, dog waste dispensers, bags, bowls, enrichment toys, and Google Ads to promote the shelter	\$17,833.11
Training and equipment for rangers for the management and control of companion animals – safe dog handling course, dangerous dog signs, dangerous dog collars, and Total Fauna Solutions	\$3,756.00
Total expenditure OLG funds	\$136,320.88

Environmental upgrade agreements

NSW Local Government Act 1993 s54P

The City did not enter into any environmental upgrade agreements in 2023/24.



Image 11. City of Sydney Christmas retail weekend event, Pitt Street Mall, Sydney November 2023. Photo by Damian Shaw / City of Sydney

Local strategic planning statement

Environmental Planning and Assessment Act 1979 **s3.9**

City Plan 2036: Local Strategic Planning Statement was published with approval from the Greater Sydney Commission (now Greater Cities Commission) in March 2020.

This City of Sydney planning statement sets out a 20-year land use vision, balancing the need for housing and economic activities while protecting and enhancing local character, heritage, public places and spaces. It links NSW and local strategic plans with our planning controls to guide development.

This report describes our progress against the statement's 13 planning priorities in 2023/24.

Infrastructure 1 – Movement for walkable neighbourhoods and a connected city

A planning proposal was finalised for 118–130 Epsom Road and 905 South Dowling Street, Zetland which facilitates the delivery of planned and additional public domain, including new streets, plaza, local park and through-site link.

The City progressed or finalised planning proposals that deliver through site links at the future Hunter Street Metro Station, 383 Kent Street, Sydney and 232-238 Elizabeth Street, Surry Hills.

The City has prepared draft planning controls that update parking controls to ensure parking in new developments is in line with current levels of car use and ownership and reflects access to new public transport such as the light rail and Metro. Updates have also been proposed to support bicycle parking, electric vehicle charging and freight and servicing.

Infrastructure 2 – Align development and growth with supporting infrastructure

The City of Sydney has developed a new contributions plan for Pymont as part of the

implementation of the NSW Government's Pymont Peninsula Place Strategy and a review of the planning controls.

The City finalised a planning proposal to support development on the future Hunter Street Metro Station.

The City executed 12 new planning agreements during the year. The agreements will deliver substantial new and upgraded public infrastructure including widened footpaths to Botany Road and Bourke Road, Alexandria and Lachlan Street, Waterloo and new parks, roads and stormwater drainage in the Epsom Park precinct.

Infrastructure 3 – Supporting community wellbeing with social infrastructure

Planning for Pymont Peninsula identified social infrastructure and open space to support the community's needs. A planning proposal was finalised for 118–130 Epsom Road and 905 South Dowling Street, Zetland which facilitates the delivery of planned and additional public domain, including new streets, plaza, local park and through-site link.

Liveability 1 – A creative and socially connected city

Planning controls for the Oxford Street creative and cultural precinct to protect existing and incentivise new cultural space were finalised in 2022. Three development applications with cultural and creative floor space were approved in 2023/24. The City of Sydney is assessing potential heritage items to recognise places of social significance to LGBTIQ+ communities in the Oxford Street precinct.

Liveability 2 – Creating great places

The City has prepared new planning controls and a contributions plan for Ultimo Pymont in response to the NSW Government's Pymont Peninsula Place Strategy. The new planning controls facilitate opportunities to increase publicly accessible open space, widen footpaths, accommodate over 250 new trees, 2,000 square metres of new green roofs, and minimise overshadowing to existing residents and important public parks and places.

An update to the planning controls includes new and improved planning controls for green roofs, tree planting and protection of sun to Gunyama Park and Cook + Phillip Park.

The City prepared draft planning controls for heritage conservation areas that support the adaptation of significant buildings while providing for equitable approaches for reasonable alterations and additions to small scale buildings that meet contemporary amenity expectations and increasing certainty.

Liveability 3 – New homes for a diverse community

The City prepared draft planning controls for Ultimo Pyrmont to assist in accommodating the 4,100 homes targeted by the NSW Government Pyrmont Peninsula Place Strategy through increases in floor space and height for residential flat buildings, mixed use developments and small lot housing.

Council adopted new planning controls to encourage build-to-rent housing and co-living housing in Central Sydney through floor space incentives.

Council also prepared draft planning controls to support the availability and diversity of housing in the council area in response to a trend for redevelopment of existing apartment buildings with smaller dwellings for new apartment buildings that have larger and fewer dwellings.

Council adopted a new affordable housing distribution plan that will provide levies to more community housing providers to support more affordable housing and strengthen the community housing sector.

The City also completed research into the impacts of short term rental accommodation on the availability of long term rentals and provided it the NSW Government to inform its review of short term rental accommodation rules.

At June 2023, the City of Sydney is on track to meet its targets under the Housing Strategy. 51% of the 10-year total dwelling target has been achieved with 51,155 dwellings built. Another 18,794 dwellings are in the pipeline. The built and pipeline dwellings make up 104% of the 10-year target.

Productivity 1 – Growing a stronger, more competitive Central Sydney

Planning in Central Sydney is guided by the Central Sydney planning strategy which ensures future growth occurs where it respects our special places, spaces and parkland, and is highly sustainable, resilient and responsive to climate change.

The City of Sydney progressed 2 site specific planning proposals under the planning strategy throughout the year. The proposals facilitate additional productive floor space, protect the quality of public spaces and have higher sustainability targets consistent with the strategy. The proposals include the completion of Hunter Street metro station and approval of draft controls for 383 Kent Street, Sydney.

Productivity 2 – Developing innovative and diverse business clusters in city fringe

The City of Sydney continues to collaborate with stakeholders on economic and land use planning for the Camperdown node of Tech Central (formerly Camperdown-Ultimo collaboration area) to support the education, health and innovation sectors. We are continuing to contribute to the preparation of a structure plan for the Camperdown node which is led by the Inner West Council.

Draft planning controls for Ultimo-Pyrmont will assist accommodating up to 27,000 jobs to be serviced by the future Pyrmont metro station and in the types of commercial buildings that are in demand.

The City has progressed 4 planning proposals for sites on the eastern edge of Central Sydney to provide additional work space for innovation and creative businesses. These proposals include sites on Elizabeth, Kippax and Commonwealth streets in Surry Hills and Riley Street, East Sydney.

Productivity 3 – Protecting industrial and urban services in the Southern Enterprise Area and evolving businesses in the Green Square-Mascot Strategic Centre

The City completed a review of retail planning controls in the southern part of the local area to ensure opportunities for supermarkets will serve the growing population while supporting the Green Square town centre as the primary centre and retail destination.

Sustainability 1 – Protecting and enhancing the natural environment for a resilient city

The City of Sydney has prepared new planning controls in the Local Environmental Plan and Development Control Plan update which will enhance biodiversity, tree canopy and water sensitive urban design throughout the City of Sydney area.

The City continues to participate in the development of the Sydney Harbour and Cooks River coastal zone management plans.

The plans will provide a coordinated management framework across government to improve the health of Sydney Harbour, the Cooks River and their catchments.



Image 12. MLC centre, Martin Place, Sydney. Photo by Chris Southwood / City of Sydney

Sustainability 2 – Creating better buildings and places to reduce emissions and waste and use water efficiently

The City of Sydney's planning controls for net zero buildings came into force on 1 October 2023.

New planning controls with water efficiency requirements for non-residential buildings have been included as part of the update to the Local Environmental Plan and Development Control Plan.

Sustainability 3 – Increasing resilience of people and infrastructure against natural and urban hazards

A draft update to the City of Sydney's floodplain management controls have been included as part of the Local Environmental Plan and Development Control Plan update. Draft planning controls have also been adopted to reduce heat in the urban environment by requiring reflective roofs and requiring shading of windows exposed to direct summer sunlight.

Governance 1 – Open, accountable and collaborative planning

The City of Sydney continues to collaborate with a range of organisations in its planning functions including the Camperdown-Ultimo Alliance on the Camperdown precinct, Resilient Sydney and Southern Sydney Regional Organisation of Councils on housing.

Voluntary planning agreements

Environmental Planning and Assessment Act 1979 No. 203 s7.5 (5)

The voluntary planning agreements (VPA) below were in force in the year 2023/24.

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2018/24	11 Birmingham Street	Alexandria	Ozimex International Pty Ltd and Marina Royal Pty Ltd	D/2018/871 – dedication and embellishment of land for 1.4m footpath widening	02/07/2020
VPA/2018/17	1-17 Euston Road	Alexandria	Erolyarn Pty Ltd	D/2017/1297 – dedication of 29.3m ² along Euston Lane frontage and embellishment for footpath widening	21/08/2020
VPA/2019/6	132-138 McEvoy Street	Alexandria	Stormac Pty Ltd	D/2018/1615 – dedication and embellishment of 108 m ² of land for widened footpath and a monetary contribution of \$412,639 towards community infrastructure	02/07/2020
VPA/2019/7	135-139 McEvoy Street	Alexandria	Ms Judith Adrienne Adler	D/2018/1581 – dedication of 94m ² of land and embellishment for footpath widening and a monetary contribution of \$497,537.50 towards community infrastructure in Green Square	13/10/2020

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2018/21	15 Bourke Road	Alexandria	Vasilaki Pty Ltd and Hraklis Pty Ltd	D/2018/56 – dedication of 148m ² land, embellishment for footpath widening and greenlink and a monetary contribution of \$37,663 towards community infrastructure	28/02/2022
VPA/2015/45	15 Bowden Street	Alexandria	Alexandria JV Development Holdings Pty Ltd	D/2015/960 – monetary contribution of \$67,444, land dedication of 75.4m ² and works in kind for footpath widening	13/03/2017
VPA/2017/14	15 Ralph Street	Alexandria	Lenland Alexandria Pty Ltd	D/2017/839 – dedication of 67m ² of land embellishment for footpath widening	04/12/2018
VPA/2013/73	158 Botany Road	Alexandria	Denning Real Estate Pty Ltd	D/2014/201 – dedication and embellishment of 163.5m ² of land for footpath widening and monetary contribution \$227,174 towards community infrastructure	14/09/2017
VPA/2017/6	17 Ralph Street	Alexandria	VDM Ralph Pty Ltd	D/2016/198 – dedication and embellishment of 24.sqm of land for footpath widening	23/05/2017
VPA/2018/24	11 Birmingham Street	Alexandria	Ozimex International Pty Ltd and Marina Royal Pty Ltd	D/2018/871 – dedication and embellishment of land for 1.4m footpath widening	02/07/2020
VPA/2018/2	200 Bourke Road	Alexandria	Equinix Australia Pty Ltd	D/2017/1797 – dedication of 2,244m ² of land for future road reserve	20/08/2018

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/16	22 O'Riordan Street	Alexandria	Markham Real Estate Partners Green Square Pty Ltd	D/2019/686 – dedication of land and developer's works for footpath widening to O'Riordan and Johnson streets and a monetary contribution towards community infrastructure in Green Square	21/08/2020
VPA/2019/19	22-28 Mandible Street	Alexandria	Sincourt Pty Ltd	D/2019/578 – dedication and embellishment of 1,060m ² for footpath widening to Mandible Street, new public road and landscaping to the liveable green network	12/08/2020
VPA/2019/20	25 Bourke Road	Alexandria	Skylife Bourke Pty Ltd	D/2019/817 – dedication and embellishment of 343m ² land for footpath widening to Bourke Road and Bowden Street and a monetary contribution of \$651,784 towards community infrastructure in Green Square	27/08/2020
VPA/2021/11	284 Wyndham Street	Alexandria	Emerald City Property Investments Pty Ltd	D/2021/319 – dedication of land and embellishment for footpath widening to Bourke Street, an easement for public access for footpath widening to Botany Road and a monetary contribution of \$7,325,587 towards community infrastructure in Green Square	25/03/2024

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2018/25	290-294 Botany Road	Alexandria	Angreb Pty Ltd and Sentra Investments Pty Ltd	D/2018/1500 – dedication of 102m ² land, developer's works for widened footpath, through site link and monetary contribution of \$752,148 for community infrastructure	22/08/2019
VPA/2019/10	320-324 Botany Road	Alexandria	TOGA Development No 15 Pty Ltd and TOGA Project Services Pty Ltd	Dedication of 583.6m ² of land for transport plaza and 150.5m ² of land for footway widening to Botany Road and O'Riordan Street, the construction of transport plaza, footway widening, green infrastructure for recycled water and energy efficiency and a monetary contribution of \$4,440,000 towards community infrastructure	30/03/2022
VPA/2019/14	326-328 Botany Road	Alexandria	Leading Group Development Pty Ltd	D/2019/657 – dedication and embellishment of 66m ² of land for footway widening to Botany Road and O'Riordan Steet and a monetary contribution of \$740,433 towards community infrastructure in Green Square	26/08/2020
VPA/2022/3	330 Botany Road	Alexandria	City West Housing Pty Ltd	D/2021/1484 – land dedication and embellishment of footway widening to all street frontages and a monetary contribution to infrastructure in the Green Square urban renewal area	29/08/2023

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/15	338 Botany Road	Alexandria	SGCH Portfolio Ltd	D/2019/87 – dedication and embellishment of 74m ² of land for footway widening to Botany Road and new Green Square to Ashmore connector road and a monetary contribution of \$955,245 towards community infrastructure in Green Square	26/02/2020
VPA/2017/19	444-450 Gardeners Road	Alexandria	The Owners – Strata Plan No 34780	D/2017/240 – dedication 120m ² for footpath widening and 337m ² for future road widening	12/10/2018
VPA/2020/8	5 Ralph Street	Alexandria	JSG Properties Pty Ltd ATF JSG Unit Trust	D/2020/562 – dedication and construction of 18.4m ² of land for footpath widening to Beaconsfield Lane	11/03/2021
VPA/2021/7	552-554 Botany Road	Alexandria	The Big Bocconcini Ball Pty Ltd	D/2019/1488 – dedication and embellishment of footway widening to Botany Road	06/04/2022
VPA/2018/22	5-7 Bourke Road	Alexandria	Alan Yazbek Investments Pty Ltd and Orfanos Investments Pty Ltd	D/2018/1208 – dedication of 298m ² for footpath widening and future greenlink, construction of widened footpath and monetary contribution of \$321,160 for community infrastructure	02/07/2019

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/26	59-99 Belmont Street	Alexandria	Aqualand Belmont Development Pty Ltd	D/2019/1249 – dedication and embellishment of 34.48m ² of land for pedestrian footpath and cycleway and a monetary contribution of \$425,146.50 towards community infrastructure in Green Square	21/09/2021
VPA/2019/18	634 Botany Road	Alexandria	Ralph TA Pty Ltd and BR Alexandria Pty Ltd and Ralph NA Pty Ltd	D/2019/684 – dedication and embellishment of a 1.4m setback to Botany Road and a 6m wide through site link to northern side boundary	29/05/2020
VPA/2017/7	71-91 Euston Road	Alexandria	Botany Bay Apartments Pty Ltd	D/2016/1051 – dedication of 47.4m ² of land and embellishment for footpath widening	26/09/2017
VPA/2023/7	46 Victoria Street	Beaconsfield	Christopher Hernandez and Ms Alfa Grace N Gayla	D/2023/50 – monetary contribution of \$6,222.50 towards community infrastructure in Green Square	23/06/2024
VPA/2023/8	48 Victoria Street	Beaconsfield	Mr Kiet Anh Tran	D/2023/5 – monetary contribution of \$8,075 towards community infrastructure in Green Square	27/06/2024
VPA/2018/12	1 Missenden Road	Camperdown	George Hay Pty Ltd and OARE no 3 Pty Ltd	D/2018/73 – allocation of advertising time on sign for public information, community messages and promotion of council events and initiatives	10/02/2020
VPA/2015/9	51-55 Missenden Road	Camperdown	Pignataro Properties Pty Ltd	X000797 – planning proposal – heritage conservation and environmental sustainability works	16/06/2016

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2013/60	3 Carlton Street	Chippendale	Minister for Planning and Frasers Broadway Pty Ltd	R/2009/115 - dedication of 6,300m ² and construction of Main Park including stormwater detention system, road and pedestrian improvements including signalised crossings at City Road and Regent Street, embellishment of Balfour Park and the provision of, or upgrade to a community facility within the Chippendale locality to the value of \$2,725,000	19/07/2010
VPA/2022/16	169-173 Darlinghurst Road	Darlinghurst	JCDecaux Australia Pty Ltd and PG Wealth Pty Ltd	D/2022/911 – Allocation of advertising time on sign for public information, community messages and promotion of council events and initiatives	07/03/2024
VPA/2021/9	56-78 Oxford Street	Darlinghurst	AM Darlinghurst Investment Pty Ltd	D/2021/1071 and D/2021/1072 – upgrade of Foley Street to a shared zone	14/07/2022
VPA/2015/3	1 Metters Street	Ersleville	Golden Rain Development Pty Ltd	D/2015/154 – dedication of 2,309.5m ² of land and construction of new roads and public domain works for portions of Zenith and Metters streets, Coppersmith Lane and a monetary contribution of \$40,525 towards a future pedestrian link	19/10/2015

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2015/39	149 Mitchell Road	Erskineville	Greenland Golden Horse Investment Pty Ltd and Greenland Golden Horse Investment No. 5 Pty Ltd	D/2015/966 – land dedication and developer's works to deliver Kooka Walk, McPherson Park, Macdonald St, Alpha and Foundry streets, Stovemaker and Nassau lanes and a stormwater trunk drain	25/07/2017
VPA/2016/30	13A Garden Street	Eveleigh	Eveleigh Precinct Pty Ltd	SSD7317 – embellishment and dedication of public domain as part of the redevelopment of the Australian Technology Park	12/10/2017
VPA/2020/5	187-189 Thomas Street	Haymarket	Greaton Thomas Pty Ltd	Planning proposal – monetary contributions to community infrastructure in Central Sydney and affordable housing, and a restrictive covenant on the use of below ground floor space	06/08/2021
VPA/2022/6	410 Pitt Street	Haymarket	Australian Village No 13 – Pitt St Pty Ltd	D/2020/1387 – Securing the allocation of 403m ² heritage floor space or a monetary contribution to the heritage conservation fund	11/06/2024
VPA/2022/5	757-759 George Street	Haymarket	Samprian Pty Ltd	Planning proposal – monetary contribution to community infrastructure, public art and heritage conservation works	26/04/2023
VPA/2021/6	14-26 Wattle Street	Pymont	Landdream Pymont Pty Ltd	D/2019/649 – construction of new footpath to Jones Street	15/12/2021

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2016/23	6 Baptist Street	Redfern	Surry Hills Project Pty Ltd	X003324 – planning proposal – land dedication and embellishment of 1,389m ² for Marriot Street footway widening, new pedestrian/cycle laneway, new park, sustainability measures for the building, and provision of a community bus for the duration of construction	20/12/2017
VPA/2017/11	102-106 Dunning Avenue	Rosebery	Kubis Rosebery Pty Ltd	Planning proposal – provision and dedication of affordable apartments to a community housing provider and dedication of Jones Lane	06/12/2018
VPA/2020/6	12-22 Rothschild Avenue	Rosebery	Deicorp Projects (Rosebery) Pty Ltd	D/2020/549 – Dedication and embellishment of a pedestrian link, an easement for public access and a monetary contribution to infrastructure in the Green Square urban renewal area	05/05/2021
VPA/2016/14	33-37 Mentmore Avenue	Rosebery	Mentmore 313 Pty Ltd	D/2014/1231 – Monetary contribution of \$1,073,262.50 for community infrastructure and easement for pedestrian through site link	17/06/2019
VPA/2017/21	5-15 Dunning Avenue	Rosebery	Stockland Development Pty Ltd	D/2017/1528 – through site link and monetary contribution of \$1,465,090 towards community infrastructure in Green Square urban renewal area	18/09/2018

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/15	657-657A Botany Road	Rosebery	Pico Alfa Pty Ltd	D/2021/1335 – dedication and embellishment of 62.9 m ² of land for road and footpath widening and a monetary contribution of \$4,776 towards community infrastructure in Green Square	17/11/2022
VPA/2013/14	67 Epsom Road	Rosebery	Overland Consolidated Pty Ltd	D/2008/102 – land dedication of 10,604m ² and construction of new roads, monetary contribution of \$1,670,000 towards community infrastructure in Green Square town centre and a monetary contribution of \$17,400 for local cycleways	28/09/2010
VPA/2020/13	67 Epsom Road	Rosebery	Toplace Pty Ltd	D/2015/624 – upgrade of the Epsom and Link roads intersection from a roundabout to a signalised intersection	21/12/2020
VPA/2021/4	74 Rosebery Avenue	Rosebery	Sydney Catholic Schools	D/2020/529 – upgrade of public domain Infrastructure in Morley and Rosebery avenues including pedestrian crossings and street lighting	06/09/2021
VPA/2013/1	87-103 Epsom Road	Rosebery	Reachdaze Pty Ltd and The Warehouse Pty Ltd	D/2005/1340 – land dedication of 16,332.8m ² and construction of new park, roads, cycleway and modification of the intersection at Epsom and Link roads	16/09/2011

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2016/17	1 Alfred Street	Sydney	Lendlease (Goldfields Residential) Pty Ltd and Lendlease (Goldfields Hotel) Pty Ltd	D/2015/1049 – dedication of 400m ² of land and embellishment for footpath widening, pedestrian through site links and public art	30/03/2017
VPA/2020/7	1 Alfred Street	Sydney	Lendlease (Goldfields Hotel) Pty Ltd and Lendlease (Goldfields Residential) Pty Ltd	D/2015/882 – securing the allocation of heritage floor space or a monetary contribution to the heritage conservation fund	24/01/2023
VPA/2021/5	15-17 Hunter Street	Sydney	FT Sydney Pty Ltd	Planning proposal – Through site link, public art, sustainability commitments and a monetary contribution to community infrastructure in central Sydney	30/05/2023
VPA/2016/9	180 George Street	Sydney	Lendlease (Circular Quay) Pty Ltd	S108395 – planning proposal – land dedication for 2 public plazas, a community building and expanded laneway network. Construction of the public plazas and laneways including fitting out the basement level below the George Street plaza as a public bicycle facility. The construction and fitting out of a community building including a café. Installation of a public art on the George Street plaza. The leasing of 3 floors in the commercial tower as a business innovation space	25/07/2016

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/13	2 Chifley Square	Sydney	The Trust Company (Australia) Ltd	Planning proposal – monetary contribution towards community infrastructure in Central Sydney, public art, sustainability commitments and an easement for access to adjoining property basement	29/08/2022
VPA/2017/8	23-33 Bridge Street	Sydney	Pontiac Land (Australia) Pty Ltd and Property NSW	D/2016/1641 – upgrade of Farrer Place and surrounding public domain, and stratum lease over a tunnel under Loftus Street	28/02/2018
VPA/2016/26	271-275 Kent Street	Sydney	Mirvac Capital Pty Ltd and Transport for NSW and ISPT Pty Ltd	D/2016/1059 – Modification to existing public domain and publicly accessible open space in association with Wynyard Walk, creation of instruments to facilitate Urban Park, construction and leasing to City for 20yrs of a 70m ² end-of-trip cycle facility	22/11/2017
VPA/2022/10	331-337 Kent Street	Sydney	333 Kent St Pty Ltd	D/2021/35/A – securing the allocation of 1,037m ² heritage floor space or a monetary contribution to the heritage conservation fund	11/09/2023
VPA/2018/6	4-6 Bligh Street	Sydney	4TO6 Bligh Street Tst Co Pty Ltd	Planning proposal – monetary contributions towards affordable housing and infrastructure delivery in Central Sydney and environmental excellence initiatives	24/09/2018

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/2	47-53 Wentworth Avenue	Sydney	GA Wentworth Ave Pty Ltd	D/2018/600/A – securing the allocation of 2,138m ² heritage floor space or a monetary contribution to the heritage conservation fund	20/12/2019
VPA/2013/68	50 Bridge Street	Sydney	Kent Street Pty Ltd and QQT Investment 1 Pty Ltd and QQT Investment 2 Pty Ltd and others	S088527 and S106946 – construction of public domain work, through site links, dedication of air stratum, public access easements, heritage conservation work and public art and a monetary contribution of 1% of value of Stage 2 development applications	02/06/2014
VPA/2015/49	505-523 George Street	Sydney	CFT No 4 Pty Ltd	S121075 – planning proposal – childcare facility 2600m ² , community meeting facility 250 m ² , environmental performance and publicly accessible toilet facilities	07/08/2015
VPA/2016/15	55 Pitt Street	Sydney	Mirvac Capital Pty Ltd and □Mirvac Commercial Sub SPV Pty Ltd	S123324 – planning proposal – laneway activation, through-site link, public domain upgrades, public art, a monetary contribution of \$5,000,000 towards Tech Startups Action Plan, \$7,988,080 to community infrastructure in Central Sydney and a monetary contribution to affordable housing	30/06/2021

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2019/13	59 Wentworth Avenue	Sydney	59 Wentworth Ave Developments Pty Ltd	D/2017/1720/C – securing the allocation of heritage floor space or a monetary contribution to the heritage conservation fund	02/11/2021
VPA/2013/65	73 Macquarie Street	Sydney	Sydney Harbour Foreshore Authority and Macrolink and Landream Australia Land Pty Ltd	S101749 – a through site link from East Circular Quay to Macquarie Street, a colonnade to East Circular Quay and public domain improvement works	05/03/2015
VPA/2022/11	9 Hunter Street	Sydney	Sydney Metro	Planning proposal – early payment of 3% development contribution, additional public art to the value of 0.5% and commitments for environmental sustainability	28/09/2023
VPA/2019/3	9-25 Commonwealth Street	Sydney	WR Sydney Pty Ltd	D/2014/1323/C – securing the allocation of heritage floor space or a monetary contribution to the heritage conservation fund	26/08/2020
VPA/2019/21	385 Wattle Street	Ultimo	TQK Pty Ltd	D/2019/811 – dedication and embellishment of a 4m footway widening to Blackwattle Lane	21/09/2021
VPA/2017/5	437-443 Wattle Street	Ultimo	J & R Development Pty Ltd	D/2016/1604 – dedication of 23.5m ² of land and construction of footpath widening	06/08/2018

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2013/57	485-501 Wattle Street	Ultimo	West Apartments Pty Ltd	D/2002/971 – dedication of 81m ² for footpath to Blackwattle Lane, through site link from Wattle Street to Blackwattle Lane, and public domain improvements, monetary contribution of \$750,559 for community infrastructure	08/11/2010
VPA/2019/24	1049 Bourke Street	Waterloo	Grand Village Pty Ltd and Good Village Pty Ltd	D/2019/1082 – dedication and embellishment of 159m ² land for footpath widening and a monetary contribution of \$308,588 towards community infrastructure in Green Square	31/10/2022
VPA/2015/25	18 O'Dea Avenue	Waterloo	Sathio Investments Pty Ltd and Crown W1 Pty Ltd and Crown Cornerstone Investments Pty Ltd	D/2013/2030 – dedication and embellishment of 5,420m ² of land for Dunkeley Place, Hatter Lane, O'Dea Avenue setbacks and the Rope Walk Park, and monetary contribution of \$961,679.87 for community infrastructure	26/02/2015
VPA/2020/14	209-219 Cope Street	Waterloo	New South Wales Land and Housing Corporation and Minister for Planning	X030481 – planning proposal for Waterloo South – dedication and embellishment of new roads, open spaces and public domain	23/02/2023
VPA/2016/3	219-231 Botany Road	Waterloo	Waterloo 1 Pty Ltd	D/2015/1358 – dedication and embellishment of 98.6m ² of land for footpath widening and a monetary contribution of \$1,128,150 towards community infrastructure	05/10/2017

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2021/3	25 Lachlan Street	Waterloo	25 Lachlan St Waterloo Pty Ltd and Pacific Oasis Lachlan Street Waterloo Developments Pty	D/2020/1457 – dedication and embellishment of footway widenings	31/08/2023
VPA/2016/35	2A Reed Street	Waterloo	Crown W48 Pty Ltd and The Owners – Strata Plan No 44338	D/2016/1450 – dedication and embellishment of 6,656m ² of land to deliver new public infrastructure including Archibald Avenue, Reed and Tung Hop streets and Hatbox Place	08/08/2017
VPA/2015/55	895-901 Bourke Street	Waterloo	City West Housing Pty Ltd	D/2015/941 – dedication of 3m wide land at front for footpath widening, embellishment of footpath and dedication of 12m wide land at rear for future road	17/02/2021
VPA/2016/16	903-921 Bourke Street	Waterloo	Dahua Group Waterloo Project Pty Ltd	S115125 – dedication and works in kind for road, park and pedestrian through site link	26/03/2019
VPA/2022/14	923 Bourke Street	Waterloo	Fabcot Pty Ltd and Triton Atlas Corp Pty Ltd	Planning proposal – affordable housing, environmental performance initiatives and payment of contributions at construction certificate	18/01/2024

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2022/18	118-130 Epsom Road	Zetland	Karimbla Properties (No 60) Pty Ltd	Planning proposal – dual reticulation in buildings for recycled water, a minimum 4% non-residential gross floor area, exceedance of BASIX targets for water and energy and provision for EV charging capable parking	18/03/2024
VPA/2023/10	118-130 Epsom Road	Zetland	Karimbla Properties (No 60) Pty Ltd	D/2023/724 – dedication of land and embellishment for new parks, roads, road widening, through site link and extension of Green Square Trunk Drainage system	24/06/2024
VPA/2013/43	13 George Julius Avenue	Zetland	Lincon Epsom Projects Pty Ltd	D/2015/913 – dedication and embellishment of 5,654m ² of land for construction of roads including Peters and Letitia streets, Rose Valley Way and George Julius Avenue, footpath widening to Epsom Road, construction of trunk drainage and dedication of 6,234m ² for future road and park (Gunyama Park)	10/06/2016
VPA/2013/3	13 Joynton Avenue	Zetland	Cronos Corporation Pty Ltd	D/2004/225 – dedication and embellishment of 7,691.7m ² for new park (Mary O'Brien Reserve), new laneway, footpath widening, through site link, stormwater and public domain infrastructure, and monetary contribution of \$1,636,771.39	07/07/2010

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2013/69	1-7 Sonny Leonard Street	Zetland	Hatbands Pty Ltd and Korifi Pty Ltd and Petao Pty Ltd	D/2013/1947 – monetary contribution of \$1,052,967 for community infrastructure in Green Square town centre, dedication and embellishment of 2,181m ² for roads, pedestrian connections, public access easements and public domain work	23/04/2013
VPA/2013/70	1-7 Sonny Leonard Street	Zetland	GMNT Properties Pty Ltd and Korifi PTY LTD and Petao Pty Ltd	D/2014/1757 – monetary contribution of \$1,631,135 for community infrastructure in Green Square town centre, dedication and embellishment of 498m ² for roads, footpaths and associated public domain work and public access easements	05/11/2013
VPA/2013/26	301 Botany Road	Zetland	Crown Green Square Pty Ltd and Sathio Investments Pty Ltd and Crown Cornerstone Investment	D/2014/1758 – dedication and embellishment of 347.5m ² for footway widening to Bourke Street and Botany Road, dedication of 231m ² to the City for the Green Square Plaza, construction of a publicly accessible path linking the public parking on the site to the Green Square library, a monetary contribution of \$11,890,907 towards the delivery of Green Square town centre, and the design and construction of any proposed building to connect to the City's green infrastructure network	20/10/2011

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2018/18	33A George Julius Avenue	Zetland	Karimbla Properties Pty Ltd	D/2019/976 – dedication of 3,126m ² of land and developer's works to construct portions of Rose Valley Way, George Julius Avenue, Epsom Road widening and the Green Square trunk drain	01/05/2020
VPA/2013/67	411 Botany Road	Zetland	Landcom and Mirvac Green Square Pty Ltd	R/2013/30 – dedication of land for new public domain, roads and plazas, works in-kind for essential infrastructure and public domain, design and construction of buildings to be capable of using recycled water, requirements for space heating and cooling and monetary contributions towards community infrastructure	20/08/2013
VPA/2013/83	499 Botany Road	Zetland	Bridgehill (Zetland) Pty Ltd and Waverley Council	R/2013/29 – dedication and embellishment of 27m ² of land for footpath, 189m ² of land for the extension of Emanual Lane and construction of a pedestrian path and cycleway, 1,965m ² of land for public road, construction of a pedestrian through-site link and a monetary contribution of \$1,014,630.04	25/11/2014
VPA/2018/11	888 Bourke Street	Zetland	888 Place Pty Ltd	D/2017/1723 – land dedication of 1257m ² , construction of widened footpath and new road and a monetary contribution of \$837,541.50 towards community infrastructure	2/03/2019

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2015/2	890-898 Bourke Street	Zetland	Baozheng Development Pty Ltd	D/2015/98 – land dedication of 210 m ² on Bourke Street for future footpath widening and monetary contribution of \$1,233,575 for community infrastructure	05/09/2016



Image 13. Alan Davidson Oval, Alexandria. Photo by Chris Southwood / City of Sydney

Development contributions – planning agreements

Environmental Planning and Assessment Regulation 2021 Clause 218A and 219

Contributions received

Land, works and monetary contributions received through planning agreements in the year 2023/24 are below.

VPA No.	Address	Land (m ²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2017/14	11-15 Ralph Street, Alexandria	67.80	–	Footway widening	Construct widened footway	\$22,194.00	–	–
VPA/2023/8	48 Victoria Street, Beaconsfield	–	–	–	–	–	\$8,075.00	Green Square town centre
VPA/2023/7	46 Victoria Street, Beaconsfield	–	–	–	–	–	\$6,222.50	Green Square town centre
VPA/2015/3	1 Metters Street, Erskineville	–	–	–	–	\$946,095.00	–	–
VPA/2021/4	74 Rosebery Avenue, Rosebery	–	–	–	Construct raised pedestrian crossings	\$488,080.00	–	–

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VPA No.	Address	Land (m ²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2020/6	12-22 Rothschild Avenue, Rosebery	–	–	–	–	–	\$1,144,607.83	Square town centre
VPA/2020/13	67-77 Epsom Road, Rosebery	–	–	–	–	–	\$7,128,000.00	Signalised intersection
VPA/2016/9	180 George Street, Sydney	1,274.00	\$254,800	Public plaza, public cycle facility and plaza building	George Street plaza, laneways and laneways plaza	\$3,252,543.00	–	–
VPA/2017/8	23-33 Bridge Street, Sydney	–	–	–	–	\$1,650,000.00	–	–
VPA/2018/18	94-104 Epsom Road, Zetland	3,126.00	\$625,240	New roads	Construct new roads	\$5,550,929.00	–	–
VPA/2013/70	501-509 Botany Road, Zetland	–	–	–	Construct new roads	\$885,689.00	–	–

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VPA No.	Address	Land (m ²)	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2013/67	77-93 Portman Street, Zetland	220.10	\$44,020	New laneway	–	–	–	–
VPA/2013/43	106-116 Epsom Road, Zetland	11,776.50	2,355,300	New roads and land for future park and road	New roads and stormwater works	\$3,936,544.76	–	–
Total		16,464.40	3,279,360.00			16,732,074.76	8,286,905.33	

Contributions expenditure

Expenditure of planning agreement monetary contributions in the year 2023/24 is below.

Purpose	Amount
New roads, stormwater drainage and facilities in the Green Square town centre and urban renewal area	\$1,350,000
Business innovation space – fitout works	\$5,600,000
New public park and greenlink works North Rosebery	\$2,192,015
Public domain enhancement works Bridge and Loftus Streets	\$1,000,000
Broadway gateways	\$169,695
Harbour Walk public art program	\$50,000
Public domain improvements – Alexandria	\$14,362
Heritage Conservation Fund works to public art restoration, Archibald Fountain and water stairs, Hyde Park lighting and Fraser Fountain.	\$372,776
Total	\$10,748,848

Development contributions – s7.11 contributions and s7.12 levies

Environmental Planning and Assessment Regulation 2021 Clause 218A and 219

The City of Sydney administers 2 development contribution plans.

The Central Sydney Development Contributions Plan 2020 is a section 7.12 plan that applies to development in Central Sydney. Residual contributions also continue to be received and managed for developments to which the Central Sydney Development Contributions Plan 2013 applied. This was a contributions plan under section 61 of the *City of Sydney Act 1988* which has now been repealed, but it preceded the start of the 2020 plan.

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The City of Sydney Development Contributions Plan 2015 is a section 7.11 contributions plan that applies to the remainder of the City of Sydney local government area.

Contributions received

The total amount of contributions received under contributions plans for 2023/24 financial year was \$61,394,274, comprising monetary contributions of \$56,090,063, land dedications of \$2,321,001 and works in kind of \$2,983,210.

Contributions expenditure

The total amount of monetary contributions expended under contributions plans for 2023/24 financial year was \$56,090,063.

The below provides a breakdown of section 7.11, section 7.12 and section 61 contributions expended during the 2023/24 financial year, against works list items detailed within the respective plans. Both plans are currently in recoupment, meaning that contributions received are applied to works previously undertaken. Accordingly, amounts expended under each plan are limited to the extent of contributions received during the financial year.

The percentage of cost funded by contributions reflects contributions expended to date as a proportion of total project cost. For projects with a status of 'recoupment' or 'underway', the per cent of cost funded by contributions is subject to change in future years as works are completed and/or further contributions are received. Only works list items from each plan that used development contributions during the financial year are shown in the table below.

Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	32	Harbour Village North public domain – embellishment	Public domain	\$250,000	\$14,222,895	Recoupment	80% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	33	Chinatown – public domain improvements (principally footways)	Public domain	\$356,632	\$10,456,632	Recoupment	79% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	11	Light rail-related George Street public domain upgrade and ancillary works – CBD to south east	Public domain improvements	\$8,000,000	\$20,000,000	Recoupment	9% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	16	Town Hall Square land acquisition	Public domain improvements	\$11,000,000	\$25,000,000	Recoupment	41% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	20	Prince Alfred Park and Pool redevelopment	Community facilities	\$3,509,571	\$5,509,571	Recoupment	26% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
Central Sydney Development Contributions Plan 2020 (Section 7.12)	22	City centre permanent public art “The Distance of Your Heart”	Community facilities	\$1,094,450	\$1,094,450	Complete	100%
Central Sydney Development Contributions Plan 2020 (Section 7.12)	23	Lance Preschool and Childcare centre – landscaping playground, 37 High Street, Millers Point	Community facilities	\$563,000	\$563,000	Complete	100%
Central Sydney Development Contributions Plan 2020 (Section 7.12)	28	Customs House acquisition	Community facilities	\$5,000,000	\$7,000,000	Recoupment	26% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	30	Liverpool Street cycleway	Roads, traffic and transport facilities	\$4,877,858	\$6,000,000	Recoupment	65% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
Central Sydney Development Contributions Plan 2020 (Section 7.12)	32	Castlereagh Street, central and south cycleway	Roads, traffic and transport facilities	\$5,500,000	\$6,000,000	Recoupment	61% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS2	Embellishment of acquired land, 0.45 ha approx	Open space	\$1,500,000	\$1,500,000	Underway	48% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS3	Upgrade – Shannon Reserve, Surry Hills – park refurbishment including playground, seating, lighting, paving, landscape treatments	Open space	\$807	\$1,143,852	Complete	72%

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS4	Upgrade – install shading at various existing playgrounds e.g. Oatley Road Reserve, Paddington	Open space	\$80,000	\$200,000	Underway	89% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS31	Upgrade – Alexandria Park, Alexandria – various upgrades including turf playing fields	Open space	\$83,388	\$83,388	Underway	36% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS38	Upgrade – Alexandria Park Community school – upgrade playing fields, subject to community support	open space	\$50,778	\$1,871,912	Complete	24%

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS39	Upgrade – install shading at various existing playgrounds, e.g. Mary O'Brien Reserve, Zetland, and Thomas Street Reserve, Darlington	Open space	\$20,458	\$1,177,876	Complete	100%
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS46	Upgrade / embellishment – new open space at The Crescent, Annandale, and refurbishment of Federal Park playground	Open space	\$4,049,553	\$8,165,325	Recoupment	61% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS47	Upgrade – Pirrama Park, Pyrmont – new fitness station	Open space	\$98,689	\$266,304	Recoupment	100% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS48	Upgrade – upgrade playing fields (subject to community support) and/or improve drainage at Wentworth Park, Glebe (4 fields) and Federal Park/Crescent Lands, Annandale	Open space	\$1,247,941	\$1,247,941	Underway	20% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS49	Upgrade – install shading at various existing playgrounds, e.g. James Watkinson Reserve, Pyrmont, and Minogue Crescent, Forest Lodge	Open space	\$208,307	\$258,307	Underway	100% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT27	Pedestrian, cycling, traffic calming – kerb extensions, Albion St between Mary St and Crown St, Surry Hills	Traffic and transport	\$61,537	\$61,537	Recoupment	19% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT59	Cycleway – separated bi-directional cycleway along Lawson St between Little Eveleigh St and Regent St, Redfern	Traffic and transport	\$66	\$343,133	Complete	16%
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT68	New road – East-West Relief Route – west of GSTC (land acquisition, 0.481 ha)	Traffic and transport	\$4,723,331	\$4,723,331	Underway	28% to date

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Monetary amount expended from development contributions	Contributions expended to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT69	New road – Geddes Ave – within Green Square town centre (works)	Traffic and transport	\$49,223	\$8,870,061	Complete	50%
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT73	New road – East-West Boulevard (Zetland Ave) – within Green Square town centre (works)	Traffic and transport	\$3,764,475	\$7,420,182	Recoupment	50% to date

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The following are non-monetary contributions (land and works in kind) received/recognised during 2023/24.

Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Value of land dedication	Value of material public benefit provided ²⁴	Contributions received to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS22	Embellishment – land dedicated for Open Space (works list items OS8 - OS21), 5.42 ha approx. (2023/24 contribution relates to OS18 Kooka Walk)	Open space	–	\$756,281	\$756,281	Underway	19% to date
City of Sydney Development Contributions Plan 2015 (Section 7.11)	OS23	Dedication – Lincon portion of Gunyama Park, Zetland, 0.46 ha	Open space	\$1,736,581	–	\$1,736,581	Complete	100%
City of Sydney Development Contributions Plan 2015 (Section 7.11)	TT74	New road – George Julius Ave – south of new Zetland Ave (land dedication, 0.59 ha approx.)	Traffic and transport	\$584,420	–	\$584,420	Underway	27% to date

²⁴ Material public benefit contributions (i.e. works in kind) are recognised at the earlier of: 1) receipt of a bond/bank guarantee securing the value of works; or 2) acceptance and transfer of completed works (where value not previously secured)

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Contributions Plan (CP)	Project ID (per CP)	Project description	Type of public amenity or service	Value of land dedication	Value of material public benefit provided ²⁴	Contributions received to date	Project status	% of cost funded by contributions
City of Sydney Development Contributions Plan 2015 (Section 7.11)	SD2	New trunk drain – Ashmore to Alexandra Canal	Stormwater drainage	–	\$2,226,929	\$2,226,929	Underway	78% to date

The following field was not applicable for the City of Sydney in the 2023/24 financial year and have not been included in the table above:

- amounts expended temporarily borrowed.

This category will be reported in future years as applicable.

Public access to government information

Government Information (Public Access) Act 2009

No 52 Part 7 s125 and NSW Government Information (Public Access) Regulation 2018 Clause 8(d) and Schedule 2

This report includes information on the City's proactive disclosure program and information on section 41 (formal) access applications in the form required by clause 8 and Schedule 2 of the Government Information (Public Access) Regulation.

It also includes information about our program of informal access to information through information access requests.

1. Review of proactive release program – Clause 8(a)

Under section 7(3) of the Government Information (Public Access) Act 2009 (GIPA Act), the City must review its program for the release of government information to identify the kinds of information it holds that should, in the public interest, be made publicly available and that can be made publicly available without imposing unreasonable additional costs. This review must be done at least once every 12 months.

Our program for the proactive release of information includes:

- providing information, which is not statutorily required to be provided, through extensive publication on our website
- maintaining and promoting to employees a practice of openness and accountability for information and decision making
- identifying information that is requested most often and that can be made available in future by self-service arrangements
- planning and implementing open data initiatives.

This year's review identified the kinds of information held by the City that should be, and were, made publicly available.

Below are examples of categories of information as well as details of specific records that were proactively disclosed, and of activities aligned to disclosure.

Cataloguing, digitising and publishing archival records

The online catalogue, Archives and History Resources, continues to provide enhanced access to the City's increasing archival resources.

The catalogue now provides online descriptive information for around 997,528 items.

In the year the catalogue saw:

- 228,575 unique users
- 340,240 user sessions
- 1,798,821 page views
- 38,997 download clicks (only collected from August 2023)
- 146,192 engaged sessions (only collected from July 2023).

In 2023/24 more than 15,000 digital items were added to the catalogue through our ongoing digitisation and volunteer programs.

New collections added to the catalogue included:

- City Planning Department Negatives (1,821 images)
- Christmas, 2008 — 2012 and Chinese New Year, 2007 — 2009 photographs (1,028 images)
- Light rail photographs, 2019—2023 (539 images)
- Plans of parks reserves and playgrounds (400 plans)
- Parks register (163 entries)
- Royal Commission for the Improvement of the City of Sydney and Suburbs, 1909 (39 maps, 16 photographs, 1 item, 1 plan)
- Letters sent Volumes 2 and 3, 1845 — 1848 (1,608 letters)
- Donations from Geoffrey Weary, Geoff Burton and Barbara Schey (205 images)

New curated ‘collection tiles’ were added to improve access to archival resources. Enhanced metadata was released for the Demolition Books and Demolition Books - Glass Negatives series. There are now more than 3,000 scans of Sydney Star Observer stock photographs.

Several series were made more accessible due to volunteer projects to enhance descriptive information. Volunteers have also compiled 5,000 index entries this year for the Surveyor’s Field Books (21,000 in total).

As at 30 June 2024 there were 9,420 registered catalogue users with users from all age groups.

Age of online City Archives users	Percentage
18–24	17%
25–34	21%
35–44	16%
45–54	19%
55–64	15%
65+	12%

Specific records that were proactively disclosed

Community support and funding

- Accommodation grant 60 Pine Street, Chippendale
- Food support grant

Cultural support and funding

- Dixon Street improvement grant
- Haymarket activation grant
- Ibero American Plaza
- Public art conservation program
- Design and install decorative and light installations for Dixon Street Mall during Sydney Lunar Festival
- Sydney Lunar Festival Light Rail Dragon
- Sydney Sculpture Walk
- Taylor Square public art program

Public health and safety programs

- Weed management

Volunteer programs

- Be a Sydney New Year’s Eve volunteer

Report an issue

- Report a local amenity
- Report suspicions of modern slavery

Waste and recycling services

- Report unclean streets and public spaces
- Request another bin
- Request to remove a bin
- Request to repair or replace a bin
- Request to upsize or downsize a bin

Community centres

- 119 Redfern Street

Parks

- North Rosebery Park
- Honeykiss Park
- Wimbo Park
- Woolwash Park

Building and facility upgrades

- 343 George Street: façade remediation works
- Alan Davidson Oval sports field drainage

- Andrew (Boy) Charlton Pool maintenance
- Town Hall House, Sydney Square: façade refurbishment works

Building new infrastructure

- Building the final section of Zetland Avenue west in Green Square
- New synthetic sports field at The Crescent, Annandale
- New synthetic sports field at Perry Park, Alexandria

Improving streets and public spaces

- Building Oxford Street west and Liverpool Street cycleway
- Extending the pedestrian boulevard on George Street, Sydney
- Greening Hawksley Street, Waterloo
- Improving Durdans Avenue, Rosebery
- Improving Josephson Street Paddington
- Improving Smail Street, Ultimo
- Improving William and Queen streets, Beaconsfield
- Planting more trees on Mitchell Street, Centennial Park
- Planting more trees on Morley Avenue, Rosebery
- Planting more trees on Thurlow Street, Redfern
- Preserving Sydney Park’s brick kilns and chimneys
- Restoring Chinatown Ceremonial Gates

Park and playground works

- Improving Arthur Reserve, Darlinghurst
- Improving Arthur Street Reserve and Playground, Surry Hills
- Improving Fred Miller Reserve, Surry Hills
- Improving McKee Street Reserve Playground, Ultimo
- Lawrence Hargrave Reserve upgrade

- New seats for The Drying Green, Zetland
- Returfing at Frances Newton Reserve, Darlinghurst
- Returfing at Isabella Hills Rest Area, Newtown
- Returfing at Lacrozia Playground, Darlinghurst
- Returfing at Little Stewart Street Reserve, Paddington
- Upgrading Fanny Place Playground, Surry Hills
- North Rosebery Park Playground

City of Sydney submissions

- Discussion paper on short and long-term rental accommodation
- NSW Government housing reforms
- People and Place Plan – Waterloo (South) Redevelopment

Council governance and administration

- Art and About expression of interest 2024/25
- Australian Life Photography Competition 2024
- Betty Makin Youth Awards 2024: terms and conditions
- Call for artwork: Refugee welcome
- Data breach notification register
- Food vending for Sydney New Year’s Eve and Sydney Lunar Festival terms and conditions
- Libraries - Freedom of access to ideas and information
- Standard Conditions of Expression of Interest
- Little Sydney Lives Photography Competition 2024
- Terms and conditions: food vending for major events and festivals
- Sydney Christmas 2023 food vendor applications terms and conditions
- Sydney Lunar Festival 2024 associated events terms and conditions

- Sydney Lunar Festival 2024 Light Rail Dragon EOI
- Sydney Lunar Festival 2025 Banner Gallery expression of interest
- User generated content terms and conditions

Policy and planning changes

- Application for award of heritage floor space – The Great Synagogue
- Draft deed of variation of planning agreement: 4–6 Bligh Street, Sydney
- Draft planning agreement: 1 and 3 Alfred Street and 1 and 1A Pitt Street, Sydney
- Draft planning agreement: 12–18 Stokes Avenue, Alexandria
- Draft planning agreement: 25-27 Lachlan Street, 1-1A Amelia Street, 3 Amelia Street and 5 Amelia Street Waterloo
- Draft planning agreement: 28 and 30–32 Bourke Road, Alexandria
- Draft planning agreement: 46 Victoria Street, Beaconsfield
- Draft planning agreement: 48 Victoria Street, Beaconsfield
- Draft planning agreement: 108, 110 and 112 Victoria Street, Beaconsfield
- Draft planning agreement: 118-130 Epsom Road and 905 South Dowling Street, Zetland
- Draft planning agreement 118-130 Epsom Road 905 South Dowling Street Zetland
- Draft planning agreement: 164–172 and 174–194 William Street, Woolloomooloo
- Draft planning agreement: 330 Botany Road, Alexandria
- Draft planning agreement: 331-337 Kent Street, Sydney
- Draft planning agreement: 410 Pitt Street, Haymarket
- Draft planning agreement 923 Bourke Street Waterloo

- Guidance for outdoor dining in public spaces
- Have your say on the Dixon Street improvement grant guidelines
- Have your say on the Haymarket activation grant guidelines
- Have your say on our operational plan and budget for 2024/25
- Planning proposal: Build-to-rent and co-living housing in Central Sydney
- Proposed changes to planning controls for 85-93 Commonwealth Street, Surry Hills
- Proposed changes to planning controls for 2A, 2-8 Arundel Street and 6-12 Parramatta Road, Forest Lodge
- Proposed changes to planning controls for 90 and 100-104 Brougham Street, Potts Point
- Proposed heritage listing of Chinatown Ceremonial Gates
- Your feedback on Sydney Streets
- Your feedback on our walking strategy and action plan
- Your say on our proposed cultural strategy 2025–2035
- Your say on proposed changes to our pool barrier inspection program
- Your say on the proposed name Butterscotch Park
- Your say on the proposed name Ngamuru Avenue
- Your say on our updated grants and sponsorship guidelines

Proposed works and maintenance

- Your feedback on the updated design and review of environmental factors for Gunyama Park, Zetland
- Have your say on the proposed design for Bakery Park, Waterloo
- Have your say on the proposed design for Fanny Place Playground, Surry Hills
- Have your say on the return of the ‘Joy’ sculpture

- Your feedback on Ada Villa Terrace, Erskineville
- Your feedback on Arthur Reserve, Darlinghurst
- Your feedback on designs for the Surry Hills to Central quietway
- Your feedback on Glebe Street playground, Glebe
- Your feedback on Green Park, Darlinghurst
- Your feedback on improvements and traffic changes at York, Lang and Jamison streets, Sydney
- Your feedback on improving Pring Street, Woolloomooloo
- Your feedback on installing permanent lighting in Joynton Park, Tote Park and Nuffield Park
- Your feedback on Little Eveleigh Reserve, Redfern
- Your feedback on Minogue Reserve, Glebe
- Your feedback on the proposed design for Ada Villa Terrace, Erskineville
- Your feedback on the proposed design for Cooper Street Reserve and Adelaide Street Reserve
- Your feedback on the proposed design for Glebe Street Playground, Glebe
- Your feedback on the proposed design Minogue Reserve, Glebe
- Your feedback on the proposed design for Regent Street Reserve, Paddington
- Your feedback on the proposed design for Robyn Kemmis Reserve, Glebe
- Your feedback on the proposed Erskineville stormwater reuse scheme
- Your feedback on proposed plans to improve Dixon Street, Haymarket
- Your feedback on proposed street trees on Dibbs Street, Centennial Park

- Your feedback on proposed street trees Mitchell Street, Centennial Park
- Your feedback on proposed street trees on Morley Street, Rosebery
- Your feedback on proposed street trees on Thurlow Street and Lane, Redfern
- Your feedback on Regent Street Reserve, Paddington
- Your feedback on the updated design for lighting, power and communications in Hyde Park
- Your feedback on Ward Park, Surry Hills
- Your say on a new raised crossing with the Progress Pride flag design

Vision setting

- Register for our workshop on the Redfern neighbourhood vision and plan
- Have your say on plans to revitalise Haymarket
- Have your say on Sydney's business needs and priorities
- Help plan the emerging Tech Central precinct in Camperdown
- Your feedback on outdoor alcohol restrictions
- Your feedback on our updated access strategy and action plan
- Your say on our resilience strategy
- Your say on the revised Redfern neighbourhood vision and plan
- Your say on short-term rental accommodation

Public notices

- 2022/23 annual financial statements
- Land classification proposal – 2-38 Baptist Street 397-399 Cleveland Street Redfern
- Land classification proposal – 2A Reed Street and 1A Tung Hop Street, Waterloo
- Land classification proposal – 13 George Julius Avenue, Zetland

- Martin Place market operator: Register your interest
- Proposal to enter into a lease for Alexandria Park Community School indoor and outdoor sports facilities
- Proposal to enter into a lease with Dr Nyen Ling Yoong for Harry Jensen Centre
- Proposed land classification – 4B Huntley Street, Alexandria
- Proposed lease at Gardeners Cottage, Victoria Park, Camperdown
- Proposed lease for the Kent Street tennis courts
- Proposed lease – Road space adjacent to 539 Elizabeth Street, Surry Hills
- Proposed licence for courtyard use at 13–17 Riley Street, Woolloomooloo
- Proposed licence – The Glebe Society wildlife and habitat monitoring program
- Proposed permanent road closure – part Jones Street, Pyrmont
- Proposed sublicence for air monitoring at Cook + Phillip Park Pool
- Removal of canoes and kayaks at Rushcutters Bay and Beare parks
- Your feedback on the proposal to grant a works licence to Sydney Metro in Martin Place
- Your feedback on proposed outdoor alcohol restrictions
- Your feedback on proposed outdoor alcohol restrictions for the City of Sydney area
- Your say on making Little Queen Street and Teggs Lane in Chippendale one-way

Policies

- Councillor meetings with registered lobbyists and property developers policy
- Modern slavery policy
- Public interest disclosure policy

- Tree management and donation policy

Guides

- Energy guide for apartment buildings
- Event guidelines
- GreenPower and Large-scale Generation Certificates guide
- Renewable power purchase agreements guide
- Water guide for apartment buildings

Opportunities

- Apply to hire new sportsfield in Alexandria
- Big creative ideas for our major events and festivals
- Call for artwork: Refugee welcome
- Enter the Australian Life photography competition 2024
- Enter the Little Sydney Lives photography competition 2024
- Expression of interest: Art & About Sydney 2024/25
- Food vending for Sydney New Year's Eve and Sydney Lunar Festival
- Green Square Plaza market operator: register your interest
- Join our new 7-a-side outdoor football or tag footy competitions
- Join our Audit Risk and Compliance Committee
- Join our business innovation program
- Expression of interest: Join the City of Sydney's photography and videography supplier panel
- Join our smart green apartments program
- Join us for Sydney Streets
- Food vendors wanted for City of Sydney's major events and festivals
- Sydney Lunar Festival associated events program
- Sydney Lunar Festival banner gallery
- Sydney New Year's Eve visual identity expression of interest

- Yananurala opportunities
- Year of the Snake drawings – Sydney Lunar Festival 2025

NSW Government projects

- The future of Moore Park South
- Rezoning proposal: Explorer Street, Eveleigh

Research and reports

- Annual report 2022/23
- Green report 2022/23
- Inclusion (disability) action plan annual report 2022/23
- Stretch reconciliation plan annual report 2023
- 119 Redfern Street – Aboriginal and Torres Strait Islander consultation
- Approved grants
- Danks Street south precinct: concept design report
- Engagement report about Tech Central – Camperdown precinct
- Eora Journey harbour walk storytelling report
- Future management and operation of City of Sydney aquatic leisure centres
- Harold Park – a post-opening evaluation of forecast traffic impacts
- LGNSW cost shifting report – how state costs eat council rates
- Millers Point traffic and transport study
- Engagement report – Proposed improvements for traffic and transport in Alexandria and Erskineville
- Short-term rental accommodation review
- Smart Green Apartments annual report

Case studies

- Antias apartments
- Aquillon apartments
- Century Tower apartments
- Erko apartments
- Goldsborough apartments

- Highgate apartments
- Mondrian apartments
- Oaks Harmony apartments
- St James
- The Galleria apartments
- Windsor Plaza apartments

Strategies and action plans

- Access Strategy and Action Plan: Continuing the Vision
- Circular economy statement
- Electrification of transport in the city strategy and action plan
- Haymarket and Chinatown revitalisation strategy
- Resilience strategy

Lists, maps and inventories

- Asbestos contaminated mulch in parks and garden beds

History

- History of Customs House

Walks and rides

- Yananurala – Walking on Country

Affordable housing contributions

- Employment Lands affordable housing program

Things to see and do

- Aboriginal and Torres Strait Islander artworks
- Civic collection display: More than Meets the Eye

Talks, courses and safety programs

- Aboriginal and Torres Strait Islander artworks
- Civic collection display: More than Meets the Eye

Pet and animal services

- Register your cat
- Register your dog
- Request a free personalised collar or engraved pet tag

Sports facilities

- The Crescent synthetic sports field
- Perry Park Synthetic Sportsfield

Hireable indoor spaces

- 180 George Street community space
- Abraham Mott community space
- Family research room, 119 Redfern Street
- Multipurpose space, 119 Redfern Street
- Performance space, 119 Redfern Street
- Tea room, 119 Redfern Street

Hireable outdoor spaces

- Pitt Street Mall

Spaces for use

- Cyan room, Green Square Library

Business support and funding

- Creating an inclusive customer experience for everyone

General

- Aboriginal and Torres Strait Islander employees
- Carers and people with disability
- Culturally and linguistically diverse employees
- Employees of diverse sexualities and genders
- Our workplace culture and benefits
- Our employees
- City transformation

Marketing campaigns

- Art & About Sydney
- Australian Life photography competition and exhibition
- Little Sydney Lives photography competition and exhibition
- Public art communications
- CityTalks
- CitySwitch
- Sydney Lunar Festival
- Cycling communications

- Libraries and Community Centres
- NAIDOC Week
- Seniors Week and Youth Week
- Refugee Week
- Sydney Christmas
- Sydney New Year's Eve
- City of Sydney grants
- Small business support
- Cultural policy programs including creative hoardings
- City of Sydney venues
- Community Centre Open Days
- Visiting Entrepreneur Program
- Reboot
- Wellbeing Survey
- National Reconciliation Week
- Aquatic centres promotion
- Road safety
- What's On Sydney promotion
- International student programs and international student guide
- Sydney Culture Walks app
- City Archives
- Pine Street Creative Arts Centre
- Better Buildings Partnership
- Sustainable Destination Partnership
- City Farm and Community Greening
- Smart Green Apartments
- Waste services communications
- Waste avoidance communications
- Support for the City's many and varied sponsorships
- History Week
- Business Innovation Program
- Crown Street business support (during street upgrades)
- Pet Day
- Sydney Streets consultation
- Pride Month

- Raising the Bar
- Audit Risk and Compliance Committee call for nominees
- Business Needs Survey
- Short term rental accommodation survey
- Resilient Sydney survey
- Community centers
- CitySwitch
- Sustainable apartments
- Green Square
- Sydney City Farm

New websites

- New online business services portal and updated digital forms platform
- Redesign of cityswitch.net.au/
- Redesign of sydneynewyearseve.com/
- Redesign of news.cityofsydney.nsw.gov.au/
- City Art content migration to corporate website

City Art website migration

Information about the most popular works in the public art collection is now accessible through the corporate website:

- 10 Artefacts
- 26 Fountains and water features
- 77 Installations
- 26 Monuments and memorials
- 29 Murals and street art
- 60 Sculptures

Owned media

The City's main owned distribution platforms are:

- Websites:
 - Corporate website: cityofsydney.nsw.gov.au/
 - What's On: whatson.cityofsydney.nsw.gov.au/
 - City of Sydney News: news.cityofsydney.nsw.gov.au/
- Email newsletters:
 - City of Sydney News
 - What's On
 - Libraries
 - Sydney Your Say

Printed materials

- Letters
- Signs
- Posters
- Hoardings

Paid media

Above the line platforms, including:

- Communications pylons
- Outdoor media
- Press
- Out of home
- Radio

Digital advertising, including:

- Display
- Search engine marketing
- Social media advertising
- Discovery platforms
- Native advertising
- Podcast advertising
- Content partnerships

Social media

LinkedIn

- 289 published posts and messages
- 54,809 followers

Facebook

- 2,784 published posts and messages
- 289,873 followers

X (formerly Twitter)

- 359 published posts and messages
- 272,062 followers

Instagram

- 1,984 published posts and messages
- 230,500 followers

YouTube

- 245 published posts and messages
- 15,400 followers

Maintaining and promoting to workers a practice of openness and accountability for information and decision making

Under the access to information guideline for City of Sydney employees, subject matter experts throughout the City continued to apply principles of openness and accountability by locating information and providing it to the information access and archives teams to meet requests by members of the public.

Identifying information requested most often

As in previous years, the City identified that most requests received for records and information were related to development applications and decisions, namely open access information.

The City of Sydney website, online services portal and the Archives and History Resources catalogue provided access to a significant amount of this information with search tools to facilitate public self-serve access to these high demand records. As described above new information was added to the catalogue in 2023/24.

We also have an online service to allow public requests for City of Sydney records. The service allows an online information access request or section 41 access applications to be lodged.

Open data – strand 4 of the proactive release program

In 2023/24 we published 3 new open data sets in the City of Sydney data hub:

- Car sharing usage
- Pipes
- Pits.

Information access (informal) requests

The City's information access and archives teams received 2,890 information access requests in 2023/24. Most of the information was provided by email and digital means.

The City continued to provide a reading room service on level 21 of Town Hall House when access to the hard copy of records was required, for example when copyright prevented sending copies.

There were 233 visits to the reading room recorded for the year. A virtual online reading room continued to operate.



Image 14. Darlinghurst cloths swap event June 2024. Photo by Cassandra Hannagan / City of Sydney

Website access

The development application search page received:

- 870,845 pageviews
- 89,566 users
- 255,995 sessions

The City of Sydney website (cityofsydney.nsw.gov.au and online.cityofsydney.nsw.gov.au) received:

- 7,155,682 pageviews
- 3,700,594 sessions
- 2,257,434 users

There were 431,850 downloads.

Users were spread across different age groups with 25 to 34 year olds being the most common users.

2. Access applications received – Clause 8(b) GIPA Regulation

In 2023/24 the City of Sydney received 42 formal access applications (including withdrawn applications but not invalid applications which remained invalid).

3. Access applications refused – Clause 8(c) GIPA Regulation

5



Image 15. The Civic collection exhibition at Town Hall House. This collection of items documents our civic history, celebrates major events, respects cultural diversity and reflects on the changing nature of Sydney and its people. Photographer Chris Southwood / City of Sydney

Statistical information about access applications

Table A: Number of applications by type of applicant and outcome²⁵

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	1	0	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	0	0	0	0	1	0	3
Not for profit organisations or community groups	0	1	0	1	0	0	0	1
Members of the public (application by legal representative)	13	2	0	6	0	0	0	1
Members of the public (other)	9	2	0	2	0	0	0	0

²⁵ More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications ²⁶	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	18	3	0	4	0	1	0	5
Access applications that are partly personal information applications and partly other	7	3	0	6	0	0	0	0

The total number of decisions in Table B should be the same as Table A.

²⁶ A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual)

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	4
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the Act

	Number of times consideration used ²⁷
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0

²⁷ More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

	Number of times consideration used ²⁷
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	36
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	36

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner ²⁸	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	1	0	1

²⁸ The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfer	0
Application-initiated transfer	0

Recovery and threat abatement plans

Fisheries Management Act 1994 s220ZT (2)

The City was not identified as responsible for the implementation of any recovery plans for threatened species, populations and ecological communities or threat abatement plans prepared under the *Fisheries Management Act* during 2023/24.

Donations – public space improvements

City of Sydney Act 1988 s63(3)

In 2023/24 the City received 9 donations for public space improvements towards planting of trees and park benches. These donations are shown below.

Date	Donor	Amount
23 Jul 2023	Marianne Connolly and Antoine Huret	\$1,000
22 Aug 2023	Meg Vost	\$1,000
03 Oct 2023	Kyoung Tae Kim	\$3,000
01 Feb 2024	Suzanne Clarke	\$500
15 Feb 2024	Suzanne Clarke	\$1,000
05 Jun 2024	John Bineth	\$3,000
14 Jun 2024	Graham Coutts	\$1,000
21 Jun 2024	Megan Exton	\$1,000
Total		\$11,500

The donations were used to plant trees in Blackwattle Playground, Sydney Park, and Glebe Foreshore Walk (West), as well as install benches at Harmony Park and Glebe Foreshore Walk (East).

Capital expenditure

Capital Expenditure Guidelines December 2010 – Office of Local Government and Department of Premier and Cabinet s12

The capital works projects listed below meet the criteria for reporting under the NSW Office of Local Government's Capital Expenditure Guidelines (December 2010) in 2023/24:

- Gunyama Park Stage 2 and George Julius Avenue North

Service review

Integrated Planning and Reporting Guidelines 2021 Essential Element 5.3

The City of Sydney is committed to improving the quality of services to our communities. We also have a commitment to simplify and improve internal processes and services. We progressed reviews of internal corporate service processes, with the intent of freeing up employee time and improving employee satisfaction.

A review of the operating model for procurement and contract management was carried out. The review resulted in recommendations to increase the value for impact through procurement activity.

A review of asset management was completed, resulting in clarified asset management responsibility across the organisation.

Council processes are continually being improved, with a current focus on simplifying and digitising all application forms. These forms will improve the community experience of residents and business when requesting City services.

Corporate sponsorship

City of Sydney Corporate Sponsorship Policy

All sponsorships, including the name of the sponsor and the sponsorship asset sponsored in the financial year 2023/24 are below.

Art & About

- OM Digital Solutions – support partner

Reboot Webinar Series

- Service NSW – leadership partner

Sydney Christmas

- Australian Radio Network – media partner

Lord Mayor's Welcome for International Students

- Department of Enterprise, Investment and Trade – leadership partner

Sydney New Year's Eve

- Australian Radio Network – media partner
- Australian Broadcast Corporation – leadership partner

Sydney Lunar New Year Festival

- Australian Radio Network – media partner
- Hong Kong Economic and Trade Office – support partner
- The Special Broadcasting Service – associate partner
- TorchMedia – associate partner
- Transdev – associate partner
- LEGO Australia – support partner

Of the \$1,594,000 total corporate sponsorship revenue received, \$142,000 was made up of cash and 1,452,000 was value in kind.



Image 16. Lord Mayor's Welcome for international students, Sydney Town Hall, March 2024.
Photo by Damian Shaw / City of Sydney

Public interest disclosures

Public Interest Disclosures Act 2022 S78

The City of Sydney has a public interest disclosure policy which outlines the procedures for reporting serious wrongdoing, dealing with disclosures and protections against detrimental action. The policy is modelled on the NSW Ombudsman’s guidelines and model policy and applies to all public officials at the City.

The policy ensures that as a public authority, the City meets its responsibilities when receiving and dealing with public interest disclosures under Part 5 of the *Public Interest Disclosures Act 2022*.

The City carried out a number of actions to ensure public officials associated with the City are aware of the policy and the protections under the legislation for a person who makes a public interest disclosure. These actions included training and information sessions, internal communications and content on the intranet.

	Voluntary public interest disclosures
Public officials who made public interest disclosures to the City of Sydney	2
Public interest disclosures received	2
Total public interest disclosures finalised	1

Disclosures received primarily about:

Corrupt conduct	Government information contravention	Local government pecuniary contravention	Corrupt maladministration	Privacy contravention	Serious and substantial waste of public money
1	0	0	0	0	1



Image 17. Butterscotch Park, North Rosebery. Photo by Katherine Griffiths / City of Sydney

Swimming pool regulation

NSW Swimming Pools Act 1992 s22F (2) and NSW Swimming Pools Regulation 2018 s23

The activities below took place during the year to ensure compliance with the provisions of the *NSW Swimming Pools Act 1992* and its regulations.

Description	Number
Inspections of tourist and visitor accommodation	37
Inspections with more than 2 dwellings	210
Inspections resulting in the issue of a certificate of compliance 22D	230
Inspections resulting in the issue of a certificate of non-compliance	0
Inspections with single dwellings	139

Carers recognition

Carers Recognition Act 2010 No. 20 Part 2 s8

The City maintained its strong commitment to supporting people with carer responsibilities. It responds to the diverse and changing needs of employees who are carers by providing a flexible and inclusive workplace that supports individual life situations. In 2023/24 the City met its obligations under the *Carers (Recognition) Act 2010* through a range of initiatives and programs.

We continued to build a supportive workplace for employees with carer responsibilities. This year the City was certified as a family friendly workplace by UNICEF Australia and Parents At Work, and we were recognised as an inclusive employer by the Diversity Council of Australia.

Notable initiatives and provisions include:

- parental leave increased to 26 weeks full pay and 52 weeks half pay.
- supportive return to work provisions following parental leave.
- carers leave allowing employees to support someone who is ill or needs care in an emergency.
- new care and culture leave giving employees 3 extra days to participate in health and wellbeing and care,, cultural or religious days, or other events of significance.
- domestic and family violence leave to support employees impacted by domestic and family violence.
- responsive flexible working arrangements which help individual employees and teams meet the increasing demands of family life and social commitments.
- maintaining our network of trained peer support employees with the skills and lived experience to assist employees who may be experiencing an issue that is affecting their mental health and wellbeing.
- maintaining our internal employee network who identify, support and drive initiatives that raise awareness, offer insight and increase our responsiveness to the needs of carers and other priority groups.
- reviewing resources for managers to support employees with disability and caring responsibilities.

Inclusion (Disability) Action Plan

Disability Inclusion Act 2014 s13

The City of Sydney's ongoing commitment to making Sydney truly inclusive and welcoming is embodied in A City for All: inclusion (disability) action plan 2021–2025. The plan contains the long-term vision for the City of Sydney to meet its obligations under the *Disability Discrimination Act 1992* and the *NSW Inclusion Act 2014*, amended by the *Disability Inclusion Amendment Act 2022*.

The inclusion (disability) action plan recognises our ongoing social responsibility to address barriers faced by people with disability and to build on the success of previous plans. The report is overseen by our Inclusion (Disability) Advisory Panel, who play a vital role in monitoring the implementation of the plan.

The full report of the City's progress meeting its targets and goals for 2023/24 can be viewed and downloaded at cityofsydney.nsw.gov.au. The annual report will be provided to the NSW Minister for Families, Communities and Disability Inclusion and the Disability Council of NSW.

The City is proud of its achievements in the past 12 months across the 4 key direction areas:

Direction 1: Positive community attitudes and behaviours

The City produced a diverse range of programs to celebrate 2023 International Day of People with Disability over a 2-week period, including:

- The Activate Inclusion Sports Day (Youth and Children) and Adults Unleashed Adults Posts Day at Perry Park Recreation Centre produced in collaboration with Disability Sports Australia and Variety – The Children's Charity. The day offered multi-sport stations catering for participants with mental health conditions and/or learning, physical, intellectual, or sensory disabilities. The events were attended by 75 participants and 12 staff.

- 5 short videos produced in collaboration with members of the City's youth civic participation program featured young people interviewed by Scope Australia (previously Disability Services Australia). The videos aim to debunk myths associated with disability and reach young people. They were posted on Instagram and TikTok receiving more than 76,000 views on Instagram alone.

The City funded 32 creative projects and festivals for and with people with disability:

- presented more than 1,333 events and activities
- 128 artists and 38 people with disability participated in creative activities
- Sydney Fringe featured artists with a disability in 'Jazz or A Bucket of Blood' which won the Fringe World Tour Ready Award and the San Diego International Fringe Award
- Performance Space – 40 Years used funding to establish an inclusion committee to integrate people with disabilities in performances.

Diversity and inclusion training was completed by 411 new and existing employees. Disability awareness training was completed by 296 employees and 229 employees completed mental health training relevant to their roles.

Direction 2: Liveable communities

- \$17.8 million invested to improve pedestrian access by upgrading 18,312m² of footpath, installing 75 new kerb ramps, and 16 pedestrian and traffic calming installations including raised crossings, continuous footpath treatments and footpath widenings.
- Four new parks and playgrounds are currently being designed and 7 are in the process of upgrades as part of the parks and playgrounds renewal program to ensure they are inclusive and welcoming for people with different mobility and sensory needs.

- 20 new mobility parking spaces were installed.
- The City of Sydney’s accessibility map was enhanced to identify construction hazards helping keep people with disability safer.
- 137 programs promoting social inclusion, connection and participation were seen by 152,456 people across our community centres. Highlights included 7 events held at community centres for R U OK day, an Art Therapy program aimed at improving mental health, a yoga and breakfast event for Aboriginal women and a new wellbeing group for school students focusing on strengths-based storytelling.
- Our swim champs program for children with disability increased the number of classes by 61%.
- We continue to support literacy for people who are Deaf by presenting 28 face-to-face Auslan Storytime sessions and 5 Auslan interpreted programs and we provided 11 Auslan interpreted talks and workshops.
- Sydney New Year’s Eve was made more accessible by increasing the number of accessible viewing areas, providing buggy transfers and an additional quiet space, All event employees completed disability awareness training, and Easy Read, large print and audio files of the event guides were provided on the website.
- The City became a member of the Zero Barriers project which supports businesses to remove barriers and include more of their community. 203 businesses in the City of Sydney local area are part of the project, with 11 business becoming ‘Zero Barriers’ accredited.

Direction 3: Meaningful employment

The City’s ongoing commitment to fostering a diverse and inclusive workplace is reflected in its multi-pronged approach driven by our core value of ‘Better together’. The City’s purpose and values program champions inclusion by acknowledging the importance of diverse perspectives and creating a sense of belonging for everyone. The program showcases its success through storytellers and champions who are celebrated through recognition at the employee awards. The following demonstrates the City’s commitment to being an inclusive employer:

- The City of Sydney won the 2024 NSW Local Government Excellence Award for Organisational Diversity and Inclusion for its diversity employee networks including the development of a disability employee network.
- The Diversity Council Australia listed the City as an Inclusive Employer.
- The City was re-accredited as a Disability Confident Recruiter by the Australian Network on Disability and was also a member of the Australian Human Rights Commission’s IncludeAbility Employer Network.
- We partnered with disability employment providers to create meaningful employment opportunities for people with disability.
- We participated in the Council for Intellectual Disability’s Inclusion Works Project. The tailored training and coaching will enable City’s employees to enhance their knowledge and skills around attracting, employing and retaining people with intellectual disability. The new training will be presented to employees in 2024/25.
- The number of employees with disability increased from 2.1% last year to 2.4% this year.

Direction 4: Equitable access to mainstream services

- More than 300 new laptop and desktop devices were provided free for public use, all with enhanced accessibility features include screen readers, screen magnifier, large print keyboards, trackballs and the ability to change languages settings. All devices have the latest software and increased printing capabilities.
- The City's disability inclusive language and communications guidelines and disability inclusive community engagement guidelines were updated in consultation with the Inclusion (Disability) Advisory Panel.
- Four new members joined the Inclusion (Disability) Advisory Panel. The panel provided advice on 5 new projects and strategies.



Image 18. Sydney Lunar Streets festival – Haymarket, February 2024. Photo by Katherine Griffiths / City of Sydney)

City of Sydney's annual report to Government Sector Finance agency

Part A. General Information

A.1 Reporting Entity Details

Reporting Entity details	Instructions for covered entities
Reporting entity name	City of Sydney Council
Reporting period - start date	01/07/2023
Reporting period - end date	30/06/2024
Name of individual authorising this report	Monica Barone
Position of individual authorising report	Chief Executive Officer
Contact details: <ul style="list-style-type: none"> • Contact phone • Contact email • Confirm contact email 	Provide the contact details of the person authorising the report <ul style="list-style-type: none"> • +612 9265 9118 • mbarone@cityofsydney.nsw.gov.au • mbarone@cityofsydney.nsw.gov.au
Organisational (shared) email	procurement@cityofsydney.nsw.gov.au

A.2 Procurement Spend Details

A.2.1 Total procurement spend

Reporting Entity details	Instructions for covered entities
What was your entity's total procurement spend in this reporting period, to the best of your knowledge?	\$445,256,556 (excl GST)

A.2.2 Spending by category - Identified Procurement Spend

Reporting Entity details	Instructions for covered entities
<p>To complete this field, add up the total value of all procurements you are aware of at each GRS Due Diligence Level during the reporting period. Record the aggregate value at that GRS Due Diligence Level. Do not break it down by product or service category procured.</p> <p>Fill out these fields with your entity's best estimate of its total procurement spend at each GRS Due Diligence Level (GRS DD Level). Your response for 'identified procurement spend' should be a single value representing the total amount spent on all categories of good / service procured at this GRS DD level.</p> <p>It is, however, acceptable if the total aggregated spend across the four GRS DD levels does not sum to the amount you entered in A.2.1 (your estimated total procurement spend). The Commissioner anticipates that covered entities will continuously improve their due diligence and record keeping over the coming years.</p> <p>Round to nearest dollar. \$0 is accepted.</p>	<ul style="list-style-type: none"> • Heightened: \$13,406,484 (excl. GST) • Standard: \$29,755,001 (excl. GST) • Light: \$ 402,095,071 (excl. GST) • Minimal: \$0

A.2.2 Spending by category - Categories Procured

Reporting Entity details	Instructions for covered entities
List the categories of good or service that you procured using each GRS Due Diligence Level during the reporting period. If applicable, use the relevant	Categories under the Heightened GRS Due Diligence Level: Security Services, Computer accessories, Heavy Vehicle Types, Cleaning

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<p>procurement category taxonomy in the IRIT (i.e. the procurement category taxonomy at Level 3).</p>	<p>Supplies, Copiers & Printers, Presentation and Multi-Media, Uniform and Workwear, Food Catering and Consumables, Cleaning, Medical Supplies & Consumables, Vehicle Leasing, Generators.</p>
<p>Please write N/A if not applicable.</p>	<p>Categories under the Standard GRS Due Diligence Level:</p>
<p>In the ‘Categories procured’ column, list out the categories of good or service your entity procured at each GRS DD Level as far as possible. Use the procurement category taxonomy in the IRIT, if helpful. You should keep records during the year of the GRS DD level associated with different procurement processes.</p>	<p>Roadworks, Damage Repair and Flooding, Call Centre, Helpdesk Service, Artists and artworks, Government Road Maintenance, Office Worker Contingent Labour, Couriers, Electrical Services.</p>
	<p>Categories under the Light GRS Due Diligence Level:</p>
	<p>External Building Materials, Council Waste Services, Building and Grounds, Real Estate Management Services, Landscaping and Arborists, Community Grants, Payments and Subsidies, Software as a Service - SAAS, licensing and maintenance, Event Management - Non Educational, Landscape Architecture, Other civil construction - general, Parking enforcement materials, Liability Insurances, Architecture, Vehicle Parking Services, Other consulting services, Legal Support Services, General Plant & Equipment Repair, Furniture, Civil Engineering, Vehicle Repairs and Maintenance-, Signage, Lease and rental of property or building, Mobile, Traffic Control Services, Water And Sewer Utilities, Training Expenses, Outbound Super Payments, Postage, Business Processes, Vehicle Insurance, Fuels and Lubes, Fixed Data, Asphalt Services & Suppliers, Audit, Quality Assurance, Probity and Risk, Education Consultants, Educational Equipment, Sports and Recreation, Property Acquisition and Valuation, Printed materials - Books, Talent Search, Land Surveying, Spatial, Advertising, General Office Supplies, Archaeology and Heritage, Insurance claims excess, Advertising Related Services, Mechanical Engineering, Transaction Services, Industrial Equipment & Construction Equipment Hire, Data Provision Services, Security Equipment, Market research services, Local Councils, Business Related, Fixed Voice, Insurance brokerage fees, Utilities Engineering, Environmental Compliance, Audit and Due Diligence, Clinical and Medical Waste, Other IT and telecommunications expenses, Media Production, Fire Service and Maintenance, Services & Maintenance, Employee Professional Memberships, Educational External Programs, Operational Telco and Radio, Environmental Services, Office Equipment General & Accessories, Conferences, Seminars, Events and Special Meetings, Non Vendor/Staff Reimbursement, Commercial Print, Exempt Other, Concrete, Air Travel, Temporary Allocation - Laundry, Live Animals, ICT Project Management, Taxis, Children’s Educational and Support Programs, Building construction materials and services, Private Cloud</p>

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	Services, Freight Carriers, Interpreters and Transcript Services, Elevators and Escalators, Towing and Miscellaneous vehicle components, Inspections and Other Remedial, Pest Control, Environmental Advisory, Sustainability and Resilience, Lobbying & Public Relations, Payroll.
	Categories under the Minimal GRS Due Diligence Level: Nil

Part B Annual Modern Slavery Reporting

B.1 Significant Operational Issues

Reporting Entity details	Instructions for covered entities
<p>Under section 31(1)(a) of the Modern Slavery Act 2018 (NSW), a covered entity’s annual modern slavery reporting must contain a statement of the action taken by the entity in relation to any issue raised by the Anti-slavery Commissioner during the year which:</p> <ul style="list-style-type: none"> • concerns the entity’s operations; and • is identified by the Commissioner as being a significant issue (significant operational issue). <p>These could include:</p> <ul style="list-style-type: none"> • how an entity is addressing risks related to the vulnerability of certain groups; • how an entity is managing risks associated with the procurement of certain types of goods or services; or • how an entity has responded to a significant event, such as the COVID-19 pandemic, or a new source of modern slavery risk arising from a regulatory change. 	None

B.2 Reasonable Steps

Reasonable Steps taken	Form of response for annual reporting	Response mandatory or optional
1 Commit		
1.1 Stakeholder Engagement		
<p>What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?</p>	<p>The City of Sydney engaged with several internal and external stakeholders during this reporting period.</p> <p>Internal:</p> <ul style="list-style-type: none"> Continued fortnightly meetings of the modern slavery working group with senior representatives from legal, procurement, and governance / compliance; had three presentations and a paper briefed to the executive on key modern slavery deliverables; rolled out modern slavery awareness training to executive staff, internal lawyers, procurement staff, and managers; Chief Technology Officer and Executive Manager, Property Services were engaged to discuss modern slavery risks in their supply chain (information and communication technologies and cleaning). <p>External:</p> <ul style="list-style-type: none"> the City reports to the Audit Risk and Compliance Committee (ARCC); engaged with the Anti-slavery commissioner’s team for advice; engaged Local Government Procurement (LGP), Southern Sydney Regional Organisation of Councils (SSROC), Procurement Australia (PA) to understand their approach to the Guidance on Reasonable Steps (GRS). 	<p>Mandatory</p>
<p>Did you engage with external stakeholders on modern slavery risks in this reporting period?</p>	<p>Yes</p>	<p>Mandatory</p>
1.2 Identify salient risks at the organisational level		

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<p>What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?</p>	<p>The City of Sydney is working towards developing a salient modern slavery risk assessment.</p> <p>A foundational step taken towards this is implementing a modern slavery inherent risk assessment using the GRS Modern Slavery Inherent Risk Identification Tool (IRIT) prior to undertaking a procurement process with a total contract value over \$50k including GST.</p>	<p>Mandatory</p>
<p>Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?</p>	<p>No</p>	<p>Mandatory</p> <p>Option to upload copy of risk assessment</p>
<p><i>1.3 Modern Slavery Policy</i></p>		
<p>What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?</p>	<p>The City of Sydney has undertaken the following steps to adopt a modern slavery policy:</p> <ul style="list-style-type: none"> • the policy was developed, endorsed, and adopted by the CEO which was then published on the City’s external website in November 2023; • links to the policy have been included in awareness training. 	<p>Mandatory</p>
<p>Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?</p>	<p>Yes</p>	<p>Mandatory</p> <p>Option to upload copy of policy</p>
<p>Does your modern slavery policy include high-level targets?</p>	<p>No</p>	<p>Optional</p>
<p><i>1.4 Modern Slavery Risk Management Plan</i></p>		
<p>What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?</p>	<p>The City of Sydney has taken the following steps towards adopting a risk management plan:</p> <ul style="list-style-type: none"> • established a cross-functional modern slavery working group; • briefed executive staff on requirements of modern slavery legislation, the City’s compliance obligations, plan for implementation of actions to manage modern slavery risk; • executive staff have approved resources and budget has been obtained; • endorsed a cross functional project team including resources from each Division with high-risk categories, and additional procurement resourcing and funding for specialist modern 	<p>Mandatory</p>

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	<p>slavery advisory services;</p> <ul style="list-style-type: none"> recruited a manager- social and sustainable procurement, and has assigned support roles to assist; adopted a modern slavery policy and reporting procedures and developed a staff awareness engagement plan, including launching internal and external webpage with links to procedures; promoting continuous improvement through all staff communications, general awareness training to executive staff, internal lawyers, senior managers as well as the procurement team being assigned introductory modern slavery training created by Office of Anti-slavery Commissioner. 	
Do you have a modern slavery risk management plan, approved by your senior management, in place?	No	Mandatory Option to upload copy of plan
Does your plan assign accountability for performance against high-level targets to specific roles?	No	Optional

2 Plan		
2.1 Identify and map your supply-chain risks for each procurement		
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	<p>The City has undertaken the following steps towards identifying and mapping modern slavery risks:</p> <ul style="list-style-type: none"> implemented a modern slavery inherent risk assessment using the GRS Modern Slavery Inherent Risk Identification Tool prior to undertaking a procurement process with a total contract value over \$50k including GST; approved funding for modern slavery consultancy services which will include supply chain mapping. 	Mandatory
2.2 Develop a risk-reducing sourcing strategy		
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	<p>The City has undertaken the following foundational steps towards developing a modern slavery risk-reducing strategy:</p> <ul style="list-style-type: none"> added returnable schedules to procurement documentation that require bidders to answer questions and supply 	Mandatory

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	<ul style="list-style-type: none"> information about modern slavery; implemented a modern slavery inherent risk assessment using the GRS Modern Slavery Inherent Risk Identification Tool prior to undertaking a procurement process with a total contract value over \$50k including GST, the documentation such as a sourcing strategy or a request for quote and evaluation panel approval form has prompts for consideration of modern slavery. 	
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?	This data is not available.	Optional

3 Source		
<i>3.1 Select appropriate suppliers</i>		
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	The City has added returnable schedules to procurement documentation for processes over \$50k including GST, that require bidders to answer questions and supply information about modern slavery to address modern slavery risks when selecting suppliers.	Mandatory
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?	This data is not available.	Optional
<i>3.2 Adopt a shared responsibility approach to contracting</i>		
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	<p>The City has updated its contract templates to include an updated modern slavery clause which reflects the key principles of the GRS Model Contract Clauses and adopts a shared responsibility approach to modern slavery risks by:</p> <ul style="list-style-type: none"> requiring the service provider/supplier to cooperate in good faith with the City in investigating any circumstances relevant to any potential, suspected or actual breach of modern slavery laws; including an agreement by the City and the service provider/supplier to implement systems, procedures and policies and to provide reasonable assistance to each other to comply with the obligations in the contract relating to modern 	Mandatory

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	<ul style="list-style-type: none"> slavery laws; and working together to develop and implement a remediation plan in the event of any potential, suspected or actual instances of modern slavery within the operations or supply chain of the service provider/supplier. 	
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?	This data is not available.	Optional

4 Manage		
<i>4.1 Monitor and evaluate supplier performance</i>		
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	The City is working towards implementing a way to monitor and evaluate supplier performance.	Mandatory
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No	Mandatory
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period?	0%	Optional
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions?	0%	Optional
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers?	This data is not available.	Optional
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement?	This data is not available.	Optional
<i>4.2 Develop supplier capabilities</i>		
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	The City of Sydney has updated contract templates to reflect the intent of the GRS Model Contract Clauses. The City will continue to work towards the development of supplier capabilities relating to modern slavery risks.	Mandatory

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What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period?	This data is not available.	Optional
5 Remedy		
<i>5.1 Provide or enable access to effective grievance mechanisms</i>		
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	The City of Sydney has undertaken the following steps to provide or enable access to effective modern slavery grievance mechanisms: <ul style="list-style-type: none"> • adopted a modern slavery policy; • implemented a modern slavery reporting (grievance) procedure which has been included in awareness training, on the CityNet intranet page, and City of Sydney's external website. https://www.cityofsydney.nsw.gov.au/report-issue/report-suspicions-modern-slavery. 	Mandatory
How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?	1	Optional
<i>5.2 Take safe immediate steps to remediate deficient practices</i>		
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	The City of Sydney received one complaint related to modern slavery in its supply chain in the 12-month period. The complaint is currently in review via the modern slavery reporting procedure.	Mandatory
<i>5.3 Use leverage to remediate deficient practices</i>		
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	As the complaint is still being investigated, the City is yet to determine if leverage to remediate deficient practices is required.	Mandatory
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?	0	Optional

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<i>5.4 Withdraw responsibly</i>		
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	As the complaint is still being investigated, no steps to withdraw responsibly have been taken.	Mandatory
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period	0	Optional

6 Report		
<i>6.1 Establish a victim centred reporting protocol</i>		
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	<p>The City of Sydney has undertaken the following steps to establish a victim-centred modern slavery reporting protocol:</p> <ul style="list-style-type: none"> • developed a victim-centred modern slavery procedure and briefed executive staff; • the modern slavery reporting procedure was endorsed and adopted in April 2024, and published on the City’s external and internal staff website; • links to the reporting procedure have been included in awareness training. 	Mandatory
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	Yes	Mandatory
<i>6.2 Report on your modern slavery risk management efforts</i>		
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	<p>The City of Sydney undertook the following steps to report on modern slavery risk management efforts:</p> <ul style="list-style-type: none"> • commenced designing an approach to provide required reporting and enable risk management e.g. classifying spend data; • regular reporting (4 times per annum) to our Audit Risk and Compliance Committee (ARCC). 	Mandatory
Did your entity report on modern slavery in its prior Annual Report?	Yes	Mandatory

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During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	Yes	Mandatory
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7 Report		
<i>7.1 Learn lessons from your performance and others</i>		
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	<p>The City of Sydney took the following steps to learn from our performance and others':</p> <ul style="list-style-type: none"> • sought advice from and consulted with the Office of the Anti-slavery commissioner; • engaged Local Government Procurement (LGP), Southern Sydney Regional Organisation of Councils (SSROC), and Procurement Australia (PA) to understand their response to the Guidance on Reasonable Steps (GRS); • implemented the modern slavery policy with input from internal stakeholders and its internal modern slavery working group. There has been no input from grievance mechanism lessons in this reporting period; • The City's modern slavery program of work will focus on continuous improvement and will evolve based on inputs including stakeholder feedback and lessons learned; • attended external training sessions; • reviewed State government materials on modern slavery; • reviewed other council's policies. 	Mandatory
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	Yes	Mandatory
<i>7.2 Train your workforce</i>		
What steps did your entity take to train your workforce during this reporting period?	<p>The City of Sydney has undertaken the following steps to train the City's workforce:</p> <ul style="list-style-type: none"> • delivered modern slavery awareness information sessions to executive staff, internal lawyers, senior management and line management across the organisation; 	Mandatory

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	<ul style="list-style-type: none"> • Procurement team assigned introductory modern slavery training created by Office of Anti-slavery Commissioner; • Rolled out awareness training to 227 staff which has been completed by: 100% of executive team and 66% of senior managers; • Have also identified the next level of staff involved in procurement and contracting activities. 	
What percentage of your workforce received modern slavery training in the period?	6.4%	Mandatory
<i>7.3 Cooperate with the Anti-slavery Commissioner</i>		
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	<p>The City of Sydney has taken the following steps to cooperate with the Anti-slavery Commissioner:</p> <ul style="list-style-type: none"> • the City has not received any requests from the Anti-slavery Commissioner; • reviewed and considered the Guidance on Reasonable Steps in detail in order to work towards compliance with obligations; • attended GRS training, online briefings, and in-person conference; • sought advice directly from the Office of the Anti-slavery commissioner. 	Mandatory



Attachment D

State of our City 2024



State of our city 2024

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

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Aboriginal and Torres Strait Islander Acknowledgement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030–2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal cultures have endured and are now globally recognised as one of the world's oldest living cultures. Aboriginal people have shown and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani / Barrabugu (Yesterday / tomorrow), a free guide to Sydney's Aboriginal histories.



Image 1. Jeffrey St Wharf, Kirribilli (31 December 2021) Sydney New Year's Eve 2021 started with a traditional Smoking Ceremony performed by an Aboriginal Elder aboard the Tribal Warrior ship. (Photo by Matt Lambley/City of Sydney)

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 As part of the Eora journey project we committed to fund and install seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living cultures of Aboriginal and Torres Strait Islander people.
- 2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 We adopted the 10-year Eora journey economic development plan.
- 2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananurala and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.

Message from the Lord Mayor

<to be added>

Message from the Chief Executive Officer

This Council term saw the need for us to continue to adapt and respond to the impacts of the pandemic and weather events. We tailored our services and programs to provide the best services we could during this period.

As pandemic restrictions began to lift across our city in 2021 the council focussed on encouraging reconnection and helping those impacted by the rising cost of living. We did that through many ways such as providing community emergency quick response grants and food relief donations to OzHarvest, Foodbank and SecondBite.

While visitation to our city is rising, small businesses in our area and vulnerable communities face increasing challenges from the rising cost of living and housing crisis.

Through our programs, since July 2021 we have assisted 550 people to exit homelessness into long term housing and prevented another 490 people from becoming homeless. In 2023/24 we provided \$1,349,590 in grants to support 4 specialist homelessness services in the Inner City area. To help with the supply of affordable housing, the City joined with Common Equity NSW in Sydney's first dedicated affordable housing project for transgender women. Through our excess land program, seven properties in Darlinghurst were sold in March 2024, at a significant discount to get this project started.

Our event and festival programming continued to focus on encouraging reconnection in the community and supporting local businesses. We have sponsored and supported many events and festivals bringing people together and back to our city including Sydney WorldPride in late summer 2023, our ongoing successful Sydney Streets program which commenced in 2021/22, Sydney Fringe Festival, Sydney Festival, Sydney Writers' Festival, Sydney Film Festival, Vogue American Express Fashion Night Out, Biennale of Sydney, Sydney Gay and Lesbian Mardi Gras Parade, Yabun Festival, Australia Day in Sydney, Vivid's XCelebrate live music program, Australian Fashion Week, SXSW Sydney and a community event as part of the 50th anniversary of the Sydney Opera House in 2023.

Additionally we supported and hosted many cultural events celebrating the diversity of our community with highlights such as our Lunar Festival, Australian South Sea Islander Recognition Day, Reconciliation Week events, Australian sports program events engaging newly arrived people to learn about Australian culture through sport, Refugee Week ambassador speaker events, a community event with the Aboriginal Medical Service to celebrate NAIDOC Week, and Aboriginal Star Stories of the Dreaming event in Green Square Amphitheatre.

Overall visitor numbers to our aquatic and leisure centres, libraries and sports field are returning to pre-pandemic levels. It's encouraging to see visitors at our aquatic and leisure centres have increased again in 2023/24, reaching 1.99 million, an 11.1% increase from the previous year. Library attendances also increased, with 2023/24 seeing an 18% increase in attendance from the previous year.

We continue to make progress towards making our operations more sustainable including deploying our first fully electric commercial vehicle, installing solar PV panels at Perry Park bringing the total on City of Sydney rooftops to about 2,300 kW and generating over 3,000 MWh of clean energy a year, taking part in programs to include crushed recycled glass and other recycled products into road building, working closely with Ausgrid to complete the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs. Over 3,000 light fittings have been upgraded to LED, reducing the City's electrical consumption by approximately 750 MWh a year, representing 2.5% of the City's grid electricity use.

On average more than 72,000 plants were planted in City of Sydney parks and street gardens each year between 2021/22 and 2024/25 with key planting sites being Hyde Park, Cook and Phillip Park, Jubilee Park, Gunyama Park and Sydney Park, and in Green Square, Paddington and Woolloomooloo.

We completed the George Street south pedestrianisation and received the Built Projects – City and Regional Scale Award for its transformation of George Street.

Other highlights from our activities include:

- creating the new Getiela synthetic sports field at Alexandria while increasing the area of parks and open space managed by the City of Sydney to more than 215ha
- completing construction of separated cycleway upgrades in Annandale and new cycleways in the city, Green Square, Waterloo and Erskineville that expands the bike network by 4.8km since July 2021
- rejuvenating the Archibald Fountain in Hyde Park
- completing a 3-year, staged 5,000m² road reconstruction in O'Dea Avenue to replace concrete road with sustainable asphalt while reducing traffic noise
- opening our Ultimo Recycling Pop-Up at Bay Street Depot for residents to walk up and recycle items with the most popular being electronics, batteries and light bulbs and upgrading our recycling stations by adding an extra stream for small electronics and increasing the number of stations to 16 locations
- launching our Aboriginal and Torres Strait Islander workforce strategy
- consulting and adopting our urban forest strategy, street tree master plan, tree management policy and electrification of transport in the city strategy and action plan
- adopting our resilience and walking strategies, and working on our, cultural and economic development strategies to revitalise the city centre, transition to a green and circular economy, build an innovation economy and strengthen the inclusive economy

The City continues to strive to be a leader in equal employment, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. I am proud to lead an organisation which was reaccredited as a Disability Confident Recruiter for a third successive year and to be awarded the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion for our Employee Networks.

I wish to acknowledge the great work that all of our committed staff perform each day across our local government area, whether it is our front line or support services, to support our growing community of residents, workers, visitors and businesses.



Chief Executive Officer

Monica Barone

Introduction

This State of our City Report focuses on how effective the City has been in delivering social, environmental, economic and civic leadership objectives over the term of the previous council. It reports against the high-level strategies and priorities of our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 and has a community focus.

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 sets directions for our city that respond to our communities' vision for a more sustainable future. The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and it sets clear directions to help tackle the climate emergency. It builds on the sustained conversations with local communities that began in 2006/07.

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community inform the City of Sydney in its decision-making.

Ten strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

In developing the community strategic plan, we gathered the perspectives of people with an interest in the city and its future – workers, visitors, business owners and residents, including younger people, through a comprehensive engagement program that began in 2019.

We continued to monitor community concerns, ideas and aspirations throughout the pandemic to see if, or how, perspectives might have changed. We have also taken stock of the impact the pandemic has had on our communities and economy since its emergence in early 2020.

Legislative requirements

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

The Local Government Act includes principles for local government, which identify the matters councils need to consider when carrying out their responsibilities. Integrated planning and reporting is included as one of the principles.

The Integrated Planning and Reporting framework provides for each council to identify the priorities of its many communities and create a holistic approach to planning to achieve those goals in a sustainable way, given the resources available. The NSW Government's framework, introduced in 2009, applies to all councils in the state.

Using this framework, the City has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement and articulated in the community strategic plan.

Integrated Planning and Reporting

The Integrated Planning and Reporting framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents.

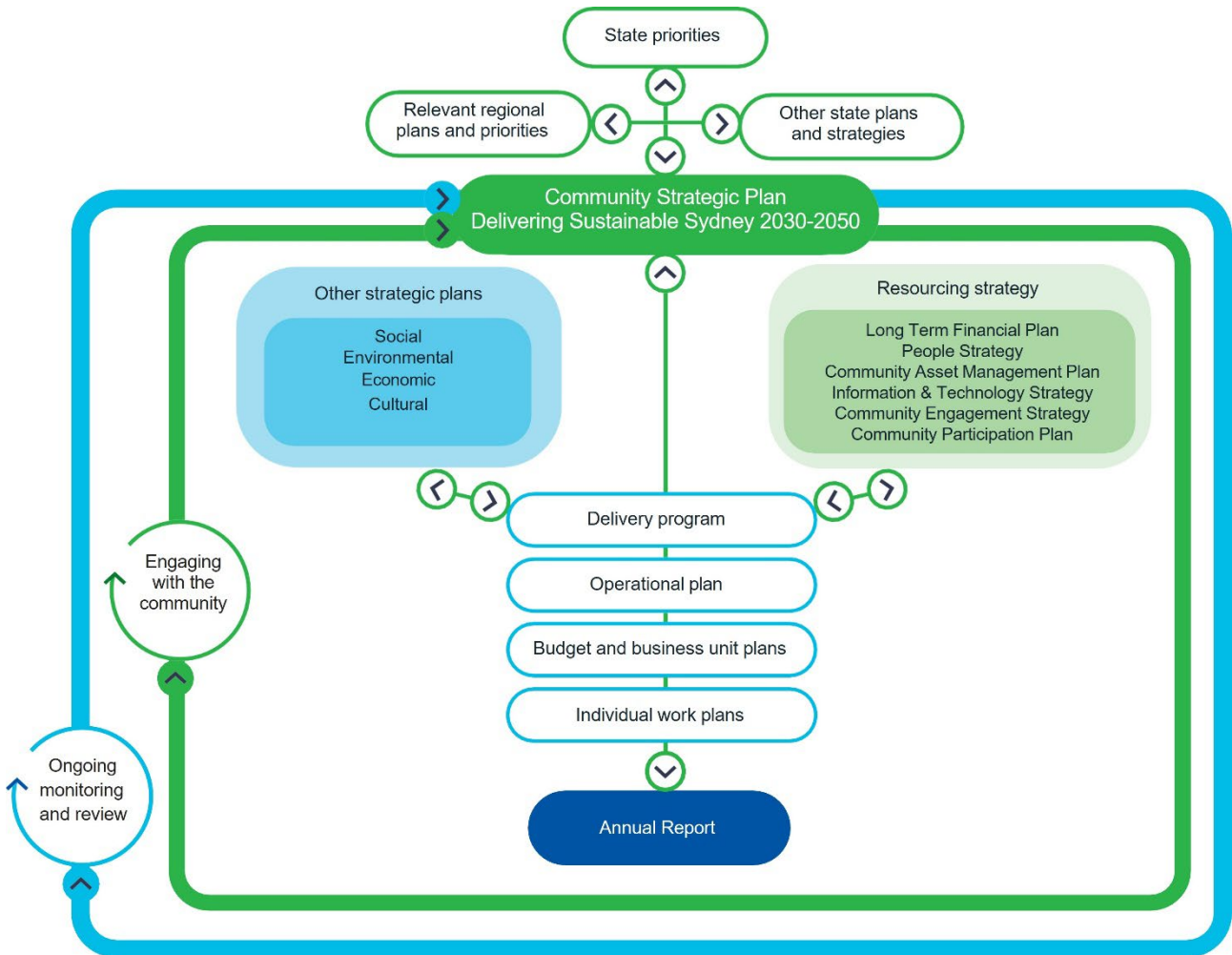


Figure 1. The City's Integrated planning and reporting framework diagram adapted from the Office of Local Government. In the above framework the State of our City report comprises part of the annual reporting process in the year of a council election, and the document will be appended to the City's annual report.

The Council

The City of Sydney and all other councils in NSW operate within a legislative framework determined by the state government.

Councillors are usually elected for a 4-year term by residents and non-residents. However, due to the 2020 election being postponed, the most recent Council term was only 2 years and 9 months. At the City of Sydney, the Lord Mayor is popularly elected. The Deputy Lord Mayor is elected by the councillors each year. All councillors represent the entire area as the City of Sydney is not divided into wards.

The primary role of a councillor is to make informed decisions and develop policies that guide our activities. Councillors provide leadership and guidance and facilitate communication between the Council as a governing body and our communities. Councillors discuss matters at council committees and make decisions at council meetings. Members of the public can address committee meetings and may also attend council meetings.

We consult our communities regularly to seek the opinions of residents, business owners and other interested parties to ensure they play a role in the decision-making process.







Image 2. City of Sydney councillors as at September 2024 (in order of left to right) Councillor Sylvie Ellsmore, Councillor Lyndon Gannon, Councillor Shauna Jarrett, Deputy Lord Mayor – Councillor Robert Kok, Lord Mayor – Councillor Clover Moore AO, Councillor (Waskam) Emelda Davis, Councillor Adam Worling, Councillor HY William Chan, Councillor Linda Scott, Councillor Yvonne Weldon AM.

How we measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress.

Community Strategic Plan Delivering Sustainable Sydney 2030-2050 10 targets

	Sustainable Sydney 2030-2050 targets	Progress
	<p>By 2035 we will achieve net zero emissions in the City of Sydney local area</p>	<p>As at June 2023, annual greenhouse gas emissions were 3,429 tonnes CO₂-e, a decrease of 41% across the local government area, based on 2006 levels.</p>
	<p>By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover</p>	<p>Total canopy cover of the local government area has increased from 15.5% in 2008 to 20.9% in 2024. In our area 33.2% was green cover.</p>
	<p>By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area</p> <p>Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels</p>	<p>In 2022/23, each person in the City of Sydney local area used 221 litres of water each day.</p> <p>Non-residential potable water use has decreased 29% from the 2019 baseline.</p>
	<p>By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels</p> <p>And by 2030 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</p>	<p>In 2023/24 there was an 18% reduction in the amount of residential waste collected per capita from the 2015 baseline. 50% of residential waste from our local area was diverted from landfill in 2023/24.</p> <p>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 47% of commercial and industrial waste is being diverted from landfill (data from 2021 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).</p>

Sustainable Sydney 2030-2050 targets **Progress**



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. This is an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector.



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 housing with this proportion maintained into the future

As at June 2024, in the local area there were:

- 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024,
- 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036,
- an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings,
- 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings,
- 556 affordable and diverse housing dwellings in the development pipeline, and
- a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage.

The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings.

If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 5,200 by 2036. This equates to roughly 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036.

Sustainable Sydney 2030-2050 targets **Progress**



By 2036 there will be at least 40,000m² of new cultural production floor space in the City of Sydney local area compared to 2017

Between 2017 and 2022, the city's creative floor space decreased by 63,992m² from 1,212,900m² to 1,148,908m².

The next release of data will be available when the City of Sydney Floorspace and Employment Survey is undertaken in 2026/27.



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, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.



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%,
- childcare – 99.38%,
- health – 100%,
- leisure – 99.97%,
- social – 99.94%,
- learning – 99.3%,
- cultural – 97.5%
- public open space – 100%.

Sustainable Sydney 2030-2050 targets **Progress**



By 2050 community cohesion and social interaction will have increased

This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed 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.

Ten Strategic directions

Strategic Direction 1 **Responsible governance and stewardship**

Our organisation evolves to provide governance and leadership for the city and communities.

Strategic Direction 2 **A leading environmental performer**

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

Strategic Direction 3 **Public places for all**

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

Strategic Direction 4 **Design excellence and sustainable development**

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

Strategic Direction 5 **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.

Strategic Direction 6 **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.

Strategic Direction 7 **Resilient and diverse communities**

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

Strategic Direction 8 **A thriving cultural and creative life**

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

Strategic Direction 9 **A transformed and innovative economy**

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

Strategic Direction 10 **Housing for all**

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

Strategic Direction 1 – Responsible governance and stewardship

2050 Outcome:

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

Good governance results in public trust and confidence in the leadership of our city and better outcomes for the community. Our community relies on us to represent their collective interests and to facilitate their participation in decision making.

The City of Sydney engaged with communities extensively to develop Sustainable Sydney 2030-2050—Continuing the Vision. The Integrated Planning and Reporting Framework provides the mechanism for the implementation of this Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (adopted by Council in June 2022), and other key documents.

Our community engagement strategy acknowledges that community participation is a guiding principle of effective and accountable local government. It provides a framework for how we engage communities in the decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies, strategies, programs and services.

We continue to monitor community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects including environmental, resilience, cultural and economic strategies and initiatives to create more public space and cycleways in the city.

The City of Sydney's Long Term Financial Plan demonstrates that we have the financial capacity to progress the significant initiatives of the Delivery Program and provides an ongoing prudent financial budgeting framework to facilitate future decision-making. Our recent strong financial position has been built upon a diverse income base, significant business rate income and our commitment to control and deliver services, facilities and infrastructure that are both effective and efficient.

We remain in a strong financial position in the face of some economic uncertainty, which can be attributed to sound financial management over the preceding years. This enables the ongoing transformation of the urban environment and the ability to respond to emerging issues like food insecurity in order to meet the needs of residents and workers alike.

Highlights

- We are a member of global networks – C40 Cities and the Resilient Cities Network. The City of Sydney hosts the Resilient Sydney office on behalf of all 33 metropolitan Sydney councils. In June 2023, a new three-year contract with the potential to extend to 7 years was confirmed for the Resilient Sydney Platform, supporting a longer-term approach to sharing data and knowledge across Sydney to support collaborations between councils and with the NSW Government focussed on urban heat, urban greening, resilient places, affordable housing policy and net zero planning. The City of Sydney’s own local Resilience Strategy 2023-2028 was adopted by Council in December 2023.
- We implemented City Connect which delivered a refreshed and enhanced online dashboard for community members to make, manage, and track their requests with us. The solution comprised 3 integrated projects: City Connect online services portal and dashboard, smart digital forms and a new customer relationship management tool – One CRM. Together they increase our online services from 30 to 84, allowing people to lodge and track their requests. The project won a Sydney Design Awards gold award for digital government services and recognised as the NSW Customer Experience Initiative of the Year – Digital Transformation at the Auscontact Excellence Awards.
- We implemented a refreshed purpose and values for our staff, providing a current reflection the feedback from our workforce in how they wish to interact and care for our community. In June 2024 we won the Local Government Professionals, NSW award for Organisational Diversity and Inclusion. The award acknowledges how our employee networks support diversity and inclusion and strengthen relationships between colleagues.
- We developed an Aboriginal and Torres Strait Islander workforce strategy as a commitment of our Stretch Reconciliation Action Plan. The strategy aims to make the City of Sydney a workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles and access employment opportunities. It aims to increase retention and promotion of employees and create a culturally aware, skilled and respectful workplace.
- Our work to deliver effective governance is ongoing. We continually refine and enhance the City’s compliance practices and we have implemented a new risk management system, updated our risk management framework and a new compliance management procedure. Additionally, our safety management system was externally audited and found to be effectively meeting WHS legislation and operating efficiently.
- Audit activities continue and a new strategic audit plan has been developed together with regular Audit Risk and Compliance Committee meetings.
- The City of Sydney’s Annual Financial statements for 2021/22 and 2022/23 financial years received unqualified audit opinions from the Audit Office of NSW with the 2023/24 being completed at the time of this report.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 1.1 The City of Sydney provides effective governance and leadership

Indicator	Comment / Performance
Decision making is informed by specialist advice: number and breadth of Advisory Panels, Committees and Working Groups established by Council	<p>The City of Sydney has established community and sector advisory panels, committees and working groups to provide ongoing, specialist advice on complex issues affecting specific communities or areas of expertise. These advisory panels are critical to implementing our long-term strategic vision and also addressing key challenges such as recovery from the pandemic.</p> <p>They include: the Aboriginal and Torres Strait Islander advisory panel, the Inclusion (Disability) advisory panel, the Multicultural advisory panel, the Housing for all working group, the Business, Economic Development and Covid Recovery advisory panel, the Creative and Cultural Sector Recovery advisory panel, the Design advisory panel, the Public Art advisory panel and the Cycling advisory committee.</p>

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

Indicator	Comment / Performance
Proactive release of information and data, including with Aboriginal and Torres Strait Islander people reported annually * Closing the Gap priority reform four	<p>In 2023/24 the total number of open data products on the City of Sydney data hub is 175. This includes an Indigenous business interactive map along with a capture tool to crowd-source Indigenous businesses which was published in 2022/23.</p> <p>In 2023/24 the City of Sydney website was used by 2,257,434 users, for 3,700,594 sessions, and 7,155,682 page views.</p> <p>Since 2021 more than 27,000 new items were published to the Archives & History Resources Catalogue now with approximately 997,000 items.</p> <p>During this period curated collections were compiled to support easier access, including about First Nations, World War I and II, the Liberate! exhibition (LGBTIQA+ for Sydney World Pride), coronations, cycling and entertainment venues, markets, and significant City streets such as Liverpool Street Darlinghurst, King Street Newtown and Crown Street.</p>

Indicator	Comment / Performance
<p>A new Community Wellbeing Indicator is proposed to be included the next and ongoing surveys to measure cultural safety</p> <p>* Closing the Gap priority reform three</p>	<p>For the 2015 and 2018 City of Sydney Wellbeing surveys, the response rate from Aboriginal and Torres Strait Islander people was low. We undertook targeted engagement to increase the number of responses from Aboriginal and Torres Strait Islander people in the most recent 2023 survey, resulting in a 39% increase for 2023.</p> <p>In the 2023 Wellbeing Survey almost 85% of Aboriginal and Torres Strait Islander respondents indicated that they had experienced racism in the preceding 12 months.</p> <p>We will partner with the Aboriginal and Torres Strait Islander panel and consult with the community for advice on the most appropriate way to proceed to measure cultural safety.</p>

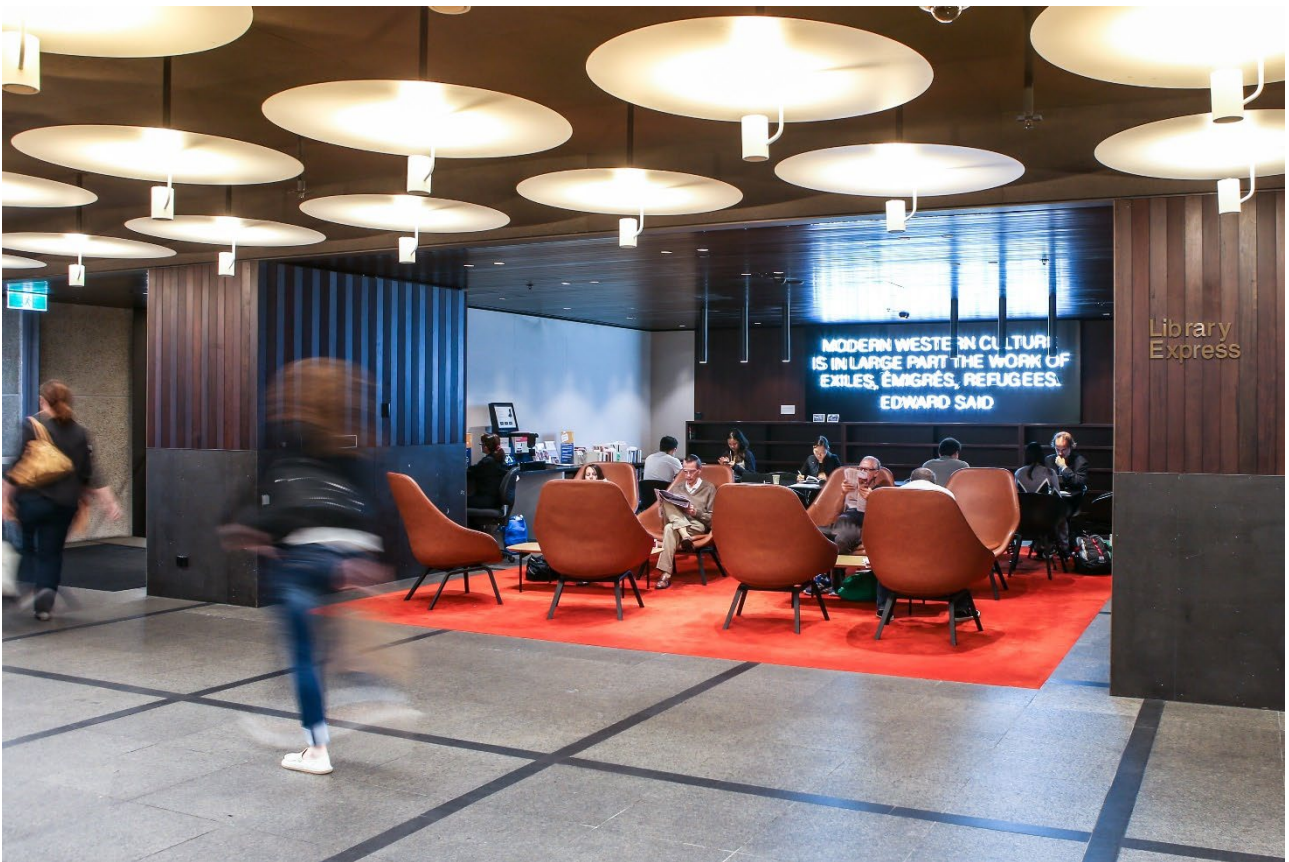


Image 3. Town Hall Library Express, located in Town Hall House. Photo by Katherine Griffiths / City of Sydney

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

Indicator	Comment / Performance
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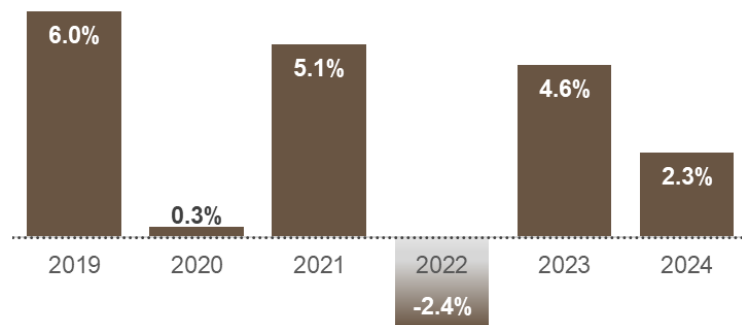
Operating Performance Ratio:
Benchmark >1

Own Source Revenue Ratio:
Benchmark >60%

Building and Infrastructure Asset
Renewal Ratio: Benchmark >100%

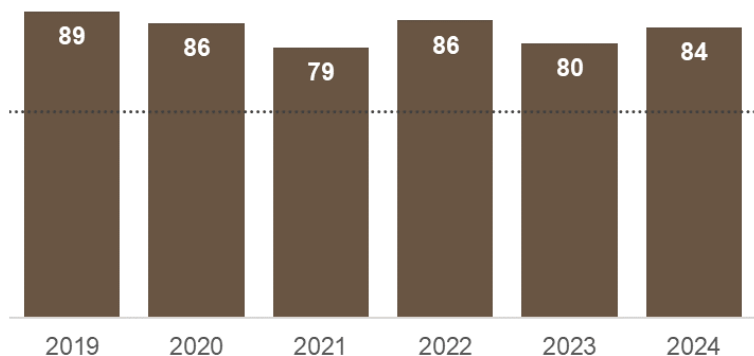
The operating performance ratio includes operating expense adjustments for a one-off land tax cost and one-off expenses arising from capital construction projects. Above-benchmark performance reflects an improved operating result in 2023/24, driven by a continued improvement in operating and interest income and contained expenditure increases.

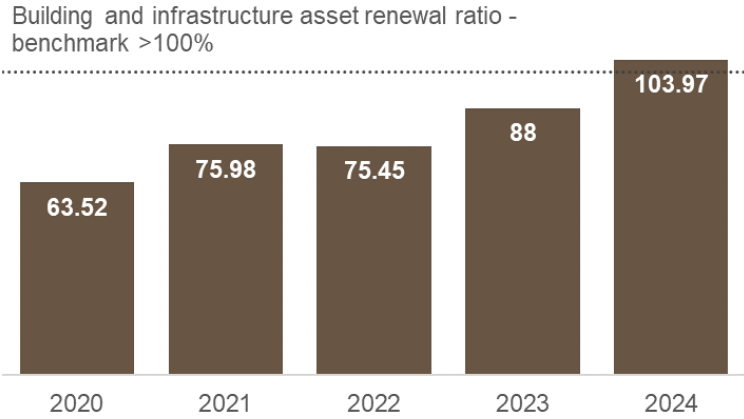
Operating performance ratio (excluding non-recurrent income and expense items) - benchmark 0%



The Own Source Operating Revenue Ratio results reflect a continued high level of own source revenue and perform well above the benchmark. Underlying operating revenues remain largely consistent with (or higher). However, a decrease in capital income received via developer contributions for 2023/24 relative to 2022/23 meant that 'Own Source' revenue increased as a proportion of Continuing Operating Revenue, compared with the prior year.

Own source revenue ratio (benchmark 60%)



Indicator	Comment / Performance												
	<p>The Building and Infrastructure Renewals Ratio assesses the rate at which these assets are being renewed relative to required renewal levels that reflect projections included in the Asset Management Plan (part of the Resourcing Strategy). On this enhanced indicator, Council's renewal expenditure exceeded the annual 'required' level for 2023/24. Performance trends for the alternative ration reflect ratio 1 above, as a result of improved capital renewal works delivery over time.</p>												
	<p>Building and infrastructure asset renewal ratio - benchmark >100%</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>63.52</td> </tr> <tr> <td>2021</td> <td>75.98</td> </tr> <tr> <td>2022</td> <td>75.45</td> </tr> <tr> <td>2023</td> <td>88</td> </tr> <tr> <td>2024</td> <td>103.97</td> </tr> </tbody> </table>	Year	Ratio (%)	2020	63.52	2021	75.98	2022	75.45	2023	88	2024	103.97
Year	Ratio (%)												
2020	63.52												
2021	75.98												
2022	75.45												
2023	88												
2024	103.97												

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

Indicator	Comment / Performance
<p>Summary of projects and outcomes as reported every six months</p>	<p>We continue to make submissions to the NSW and Federal Governments on a wide range of matters impacting the city, our workers, visitors and residents. Submissions covered topics ranging from rental affordability and homelessness, planning and climate change, electric and hybrid vehicles, arts and creative industries, the National Construction Code, feedback on state significant developments, biosecurity and food safety, State government rezoning proposals, liquor licensing reform, the Office of Local Government's procurement guidelines, freight policy reform and the NSW visitor economy strategy 2030.</p>

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

Indicator	Comment / Performance
Formal and informal partnerships as reported in the annual report	<p>We continued to engage with a wide range of local, regional, state and national partners to ensure shared objectives are achieved. Key sector partnerships and collaborative relationships include:</p> <ul style="list-style-type: none"> - World Cities Culture Forum - Better buildings partnership - Sustainable Destination partnership - Tech Central Alliance - Resilient Sydney - Cityswitch - Council of Capital City Lord Mayors - Southern Sydney Regional Organisation of Councils (SSROC) - Local Government NSW - Australian Local Government Association, and - Community housing providers. - C40 Cities <p>More detail on our partnerships can be found in our Annual Report – Statutory Returns.</p>

Future challenges

Our society is facing social and cultural changes that impact our local communities. We recognise that diverse and innovative public engagement processes will help us understand the needs and expectations of our residents, businesses, workers, students and visitors to address these challenges thoughtfully.

We recognise that engaged communities together with connected organisations provide better opportunities to deal with the shocks and stresses of the future and as a result we recognise the value of partnering and working together with key agencies and all levels of government.

The City of Sydney, like all local councils, faces financial sustainability challenges. Growing demand for infrastructure and services amidst a period of extended period of high inflation has resulted in significant economic and financial hardship for many of the City of Sydney’s businesses and residents.

Strategic Direction 2 – A leading environmental performer

2050 Outcome:

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

Significant global climate records have been broken recently. We know every fraction of a degree makes a difference. This is why we set a net zero target for the local area on 2035 and continue to take serious action in our own operations.

While the City of Sydney can't tackle the climate crisis alone, we can lead and encourage others to do the same. Our programs, grants and partnerships support building owners, residents and businesses to improve energy efficiency and switch to renewable energy. We actively support and campaign for zero emissions transport, buildings and energy supplies. In our local area we encourage the use of transport with no emissions, or reduced emissions.

In our own operations we measure, reduce and offset our operational greenhouse gas emissions.

We monitor our energy consumption to identify ways we can reduce energy use and emissions. Each year we prepare a detailed emissions inventory and verify it independently to ensure accuracy. Our emissions and activities are reported yearly in Climate Active public disclosure statements and our annual environmental report.

We achieve energy and emissions savings in our buildings, plant and equipment, and public lighting through efficiency upgrades and electrification and we're transitioning our parks maintenance equipment to electric options.

We're starting to focus on carbon intensive materials in our roads and buildings. We prioritise renovating and reusing structures rather than demolishing them. We consider options to reduce the amount of concrete we use and choose low carbon concrete where available. We continue to include recycled content in our asphalt.

Our travel policy requires employees to prioritise walking, cycling and public transport for work trips. Employees use our fleet of e-bikes, e-cargo bikes and pedal bikes at Town Hall House and Alexandra Canal Depot. We offer training to build confidence and improve safety.

We've installed more than 2 megawatts of solar panels, supplying electricity directly where it's used. We purchase 100% renewable electricity through a power purchase agreement. We offset unavoidable emissions, increasingly purchasing from quality Australian projects. These projects also support regional initiatives, ecosystem regeneration and biodiversity.

To improve the sustainability of our local area, we support strata communities, commercial building owners and tenants, and accommodation, entertainment and cultural venues. Together we partner to achieve our environmental targets and move towards net zero by 2035.

Our long-term waste objectives for our local area are to reduce waste, reuse and recycle as much as possible while retaining a material's highest value and treat what is left over in the most sustainable way.

Highlights

Our Operations

Our operational emissions have fallen by 76% from our baseline year of 2006. Since July 2020 we buy 100% renewable electricity from 2 wind farms and one solar farm in regional NSW.

We're electrifying our plant and equipment. This includes installing heat pumps, converting gas hot water units to heat pumps or electric storage tanks and transitioning more of our vehicles to electric. We're reducing the use of our cogeneration and trigeneration systems. We'll use lower global warming potential refrigerants in our heating and cooling systems where available, and all our new buildings will be fully electric with no new fossil fuel connections. Over 15% of our vehicle fleet is now electric.

Most of the street lighting in our area now uses LED lighting, following a major 5-year project between the City of Sydney and Ausgrid to upgrade lighting. Public lighting is one of highest uses of electricity for councils, so this project has been important in targeting energy use and reducing our operational costs.

Our 20 park-scale water recycling systems supplied around 53 megalitres of recycled water for park irrigation in 2023/24. This is a capacity increase of 8% on the previous year and enough to meet 81% of irrigation demand for the parks supplied by these systems.

Through improved water use monitoring we identified and fixed leaks faster in toilets, taps, and pipes. In 2022/23 we upgraded park water harvesting and recycling systems. Water saving was a focus of the restoration works on the Archibald Memorial Fountain in Hyde Park. The upgrades reduced water use by 50% compared to the 2019/20 baseline.

We installed food waste dehydrators at 3 of our biggest sites. The dehydrators convert food waste into a soil conditioner we use in our parks, creating a circular solution. This project reduces waste to landfill, avoids future methane emissions from food decomposing in landfill, adds nutrients to the soil, and reduces the amount of water needed to keep the park green.

From April 2023 to June 2024 we trialled a uniform recycling program with our cleansing and parks teams, by sending their old uniforms to an Australian textile recovery company. Non-branded garments in good condition were donated to a charity for reuse. Items with logos or in poor condition were recycled into infill fibre for pet bedding, furniture and insulation. By the end of the trial more than 500kg of uniforms were collected for reuse or recycling.

In the community

Since 2008/09 our parks and open spaces have increased from 188 to 217 hectares.

In 2021, we approved our new Urban Forest Strategy and Street Tree Master Plan to guide our work to create an even more cool, calm, and climate change-resilient city. Our ambitious Street Tree Master Plan received a prestigious award at the 2023 NSW Landscape Architecture Awards.

Since 2008, our canopy cover has increased from 15.5% to 20.9%. This increase has occurred across the streets, parks and property, showing stakeholders are working together to create a green, cool and calm city.

The new Greenhouse Climate Tech Hub near Circular Quay has brought together innovators, investors, climate action groups, academics and corporates to find solutions to our climate problems. The hub accommodates more than 400 people dedicated to climate action with coworking space, event spaces and meeting rooms. It is supported by a City of Sydney \$31 million accommodation grant. This 10-year rental subsidy will assist emerging climate-tech businesses to grow and bring their big ideas to market.

Our sustainability partnerships and programs are supporting building owners progress toward net zero emissions. The Sustainable Destination Partnership has achieved a 24 per cent reduction in carbon emissions and water consumption from a 2017/18 baseline. The Better Buildings Partnership has achieved a 95% stationary emissions intensity reduction since 2005/06 and procured 92% of its base building electricity from renewables in 2023/24. Its best practice toolkit on circular office fit-out has been released along with a Creating Resilient Communities guide.

Through CitySwitch, 80% of tenancies in Sydney have switched to renewable electricity and the average NABERS energy rating is 5 stars for these buildings. The Renewables for Business Masterclass series resources have been published and shared across government and industry. The Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan, including saving \$11,224,423 in running costs and avoiding 61,488 tonnes of carbon emissions. Our landfill diversion rate has declined since 2018. This is caused by continued high use of red lid bins by residents, and NSW EPA legislative changes in 2019 which meant our waste service provider was no longer able to convert organic material from red lid bins into a land remediation product. To address this shortfall, since 2019 we've increased the number of services and materials we can accept for recycling to make it easier for our residents to avoid putting waste in the red lid bin. We've also stepped up our advocacy at a state and federal level.

In 2023/24, our employees produced 483 activities for 4,830 residents and visitors across the local area to help people embrace circularity, avoid waste and make things last.



Image 4. Scene from Hyde Park in the city centre. Photo by Mark Metcalfe / City of Sydney

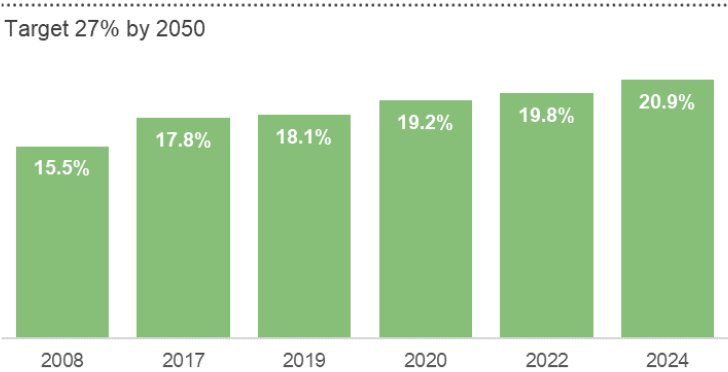
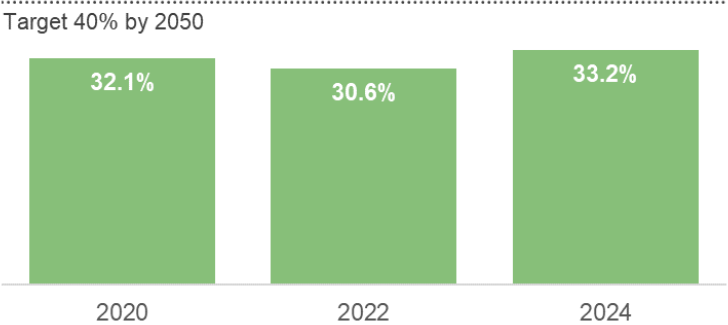
Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 2.1 The City of Sydney local area reaches net zero emissions by 2035 with embodied carbon significantly reduced

Indicator	Comment / Performance												
<p>By 2035 we will achieve net zero emissions in the City of Sydney local area</p> <p>We report emissions based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) 4 – an international benchmark</p>	<p>Total greenhouse gas emissions for the City of Sydney local government area (Tonnes CO₂)</p>												
	<table border="1"> <caption>Total greenhouse gas emissions for the City of Sydney local government area (Tonnes CO₂)</caption> <thead> <tr> <th>Year</th> <th>Emissions (Tonnes CO₂)</th> </tr> </thead> <tbody> <tr> <td>2006 (baseline)</td> <td>5,815.52</td> </tr> <tr> <td>2020</td> <td>4,269.10</td> </tr> <tr> <td>2021</td> <td>4,015.50</td> </tr> <tr> <td>2022</td> <td>3,440.30</td> </tr> <tr> <td>2023</td> <td>3,428.80</td> </tr> </tbody> </table>	Year	Emissions (Tonnes CO ₂)	2006 (baseline)	5,815.52	2020	4,269.10	2021	4,015.50	2022	3,440.30	2023	3,428.80
Year	Emissions (Tonnes CO ₂)												
2006 (baseline)	5,815.52												
2020	4,269.10												
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	<p>Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO₂e</p>												
	<p>..... Target 70% reduction by 2030</p>												
	<table border="1"> <caption>Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline</caption> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>26.6%</td> </tr> <tr> <td>2021</td> <td>31.0%</td> </tr> <tr> <td>2022</td> <td>40.8%</td> </tr> <tr> <td>2023</td> <td>41.0%</td> </tr> </tbody> </table>	Year	Reduction (%)	2020	26.6%	2021	31.0%	2022	40.8%	2023	41.0%		
Year	Reduction (%)												
2020	26.6%												
2021	31.0%												
2022	40.8%												
2023	41.0%												
	<p>Emissions have reduced due to the greening of the electricity grid.</p>												

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

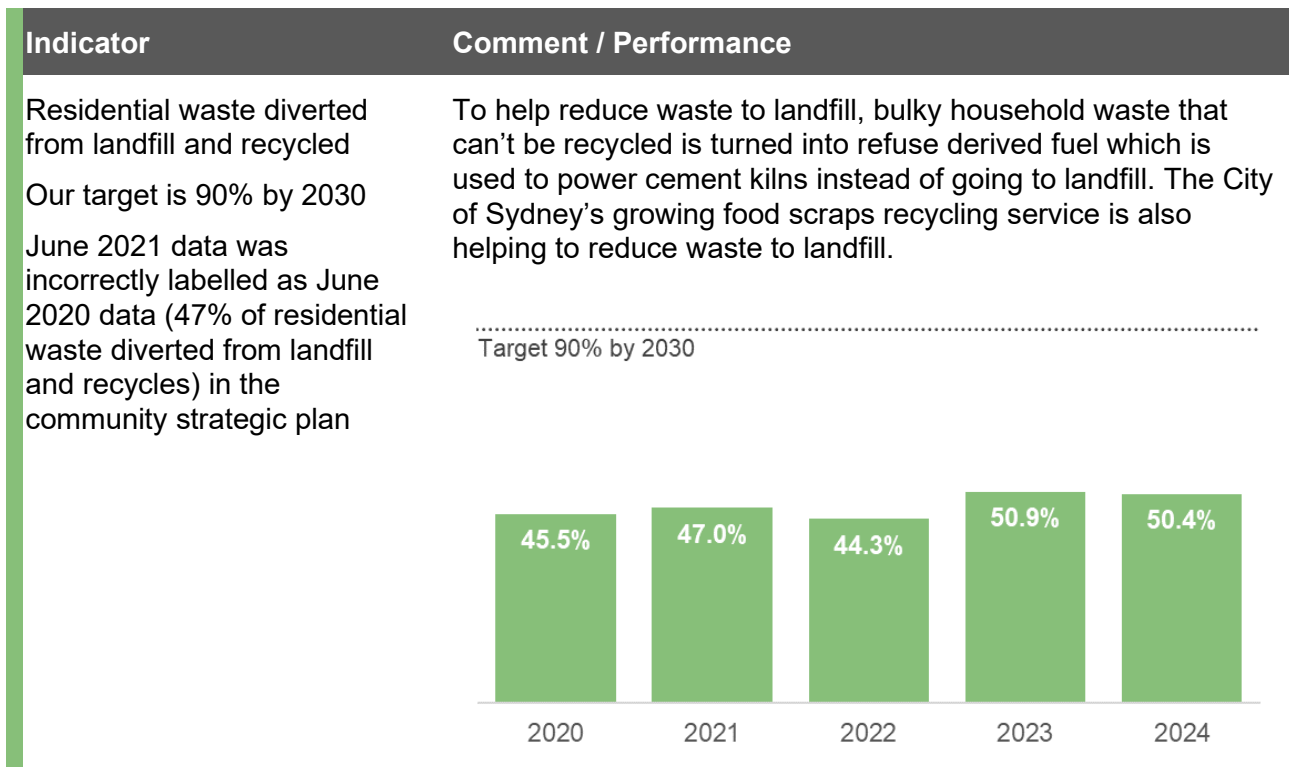
Indicator	Comment / Performance														
<p>Canopy cover across the local government area*</p> <p>Target is to increase canopy cover to 27% by 2050 (2008 baseline is 15.5%)</p> <p>*The 2020 data (19.1%) reported in the community strategic plan has been revised to 19.2% in the chart as updated data has become available</p>	<p>We have increased canopy cover; with 20.9% canopy cover across the local area by 2023/24. Our journey towards a greener city is on course, with the latest data affirming that we are steadily advancing towards our canopy cover targets of 23% by 2030 and 27% by 2050.</p>  <table border="1"> <caption>Canopy Cover Data</caption> <thead> <tr> <th>Year</th> <th>Canopy Cover (%)</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>15.5%</td> </tr> <tr> <td>2017</td> <td>17.8%</td> </tr> <tr> <td>2019</td> <td>18.1%</td> </tr> <tr> <td>2020</td> <td>19.2%</td> </tr> <tr> <td>2022</td> <td>19.8%</td> </tr> <tr> <td>2024</td> <td>20.9%</td> </tr> </tbody> </table>	Year	Canopy Cover (%)	2008	15.5%	2017	17.8%	2019	18.1%	2020	19.2%	2022	19.8%	2024	20.9%
Year	Canopy Cover (%)														
2008	15.5%														
2017	17.8%														
2019	18.1%														
2020	19.2%														
2022	19.8%														
2024	20.9%														
<p>Green cover across the local government area*</p> <p>Our target is 40% by 2050</p> <p>*The 2022 data (33%) in the community strategic plan has been revised to 30.6% in the chart as updated data has become available</p>	<p>We have increased the extent of greening across our local area, which is now 33.2%. We are on track to achieve our target.</p> <p>Green cover can be variable because it encompasses a wide range of elements including gardens, lawns, and other vegetated areas. The 2022 greening measurement reflects a decrease in turf and vegetation less than 1.5m in height from a variety of smaller sites across streets, parks, and private properties, consistent with the data indicating losses across these land-use types. This loss of green cover can be temporary, resulting from landscape improvement works, evidenced by the increase in green cover in 2024. For example, this can occur when turf is undergoing renovation and is temporarily stripped down to bare earth instead of being covered with grass, affecting the percentage of green cover measured at that time.</p>  <table border="1"> <caption>Green Cover Data</caption> <thead> <tr> <th>Year</th> <th>Green Cover (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>32.1%</td> </tr> <tr> <td>2022</td> <td>30.6%</td> </tr> <tr> <td>2024</td> <td>33.2%</td> </tr> </tbody> </table>	Year	Green Cover (%)	2020	32.1%	2022	30.6%	2024	33.2%						
Year	Green Cover (%)														
2020	32.1%														
2022	30.6%														
2024	33.2%														

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

Indicator	Comment / Performance										
<p>Potable water consumption per resident (litres per capita, per day)*</p> <p>Our target is 170 litres per person per day by 2030</p> <p>*The June 2020 data (190.9 litres per person per day) in the community strategic plan has been revised to 201.4 in the chart as updated data has become available</p>	<table border="1"> <caption>Potable water consumption per resident (litres per capita, per day)</caption> <thead> <tr> <th>Year</th> <th>Consumption (litres per capita, per day)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>201.4</td> </tr> <tr> <td>2021</td> <td>180.0</td> </tr> <tr> <td>2022</td> <td>203.6</td> </tr> <tr> <td>2023</td> <td>220.7</td> </tr> </tbody> </table>	Year	Consumption (litres per capita, per day)	2020	201.4	2021	180.0	2022	203.6	2023	220.7
Year	Consumption (litres per capita, per day)										
2020	201.4										
2021	180.0										
2022	203.6										
2023	220.7										
<p>Potable water consumption for commercial use (litres per m² per day)</p> <p>Our target is a 10% reduction by 2030 compared to the 2019 baseline of 2.32 litres per square metre per day*</p> <p>*The June 2020 data (2.34 litres per square metre per day or a 9% increase) in the community strategic plan has been revised to a 6.5% decrease in the chart as updated data has become available</p>	<table border="1"> <caption>Reduction in City of Sydney local government area non-residential potable water use</caption> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>-6.5%</td> </tr> <tr> <td>2021</td> <td>35.2%</td> </tr> <tr> <td>2022</td> <td>31.5%</td> </tr> <tr> <td>2023</td> <td>29.0%</td> </tr> </tbody> </table>	Year	Reduction (%)	2020	-6.5%	2021	35.2%	2022	31.5%	2023	29.0%
Year	Reduction (%)										
2020	-6.5%										
2021	35.2%										
2022	31.5%										
2023	29.0%										

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

Indicator	Comment / Performance								
<p>By 2030 there will be a 15% reduction in waste generated by each person based on 2015 baseline of 336.74 kg per capita</p>	<p>The 2030 target was reached in 2023/24 with an 18% reduction in the total amount of residential waste collected per capita compared with the 2015 baseline.</p> <table border="1"> <caption>Reduction in residential waste generated per capita</caption> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>14.5%</td> </tr> <tr> <td>2023</td> <td>11.0%</td> </tr> <tr> <td>2024</td> <td>18.0%</td> </tr> </tbody> </table>	Year	Reduction (%)	2022	14.5%	2023	11.0%	2024	18.0%
Year	Reduction (%)								
2022	14.5%								
2023	11.0%								
2024	18.0%								



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

Indicator	Comment / Performance
<p>Air quality across the area consistently meets national guidelines for particulate matter, nitrogen dioxide, ozone, and sulphur dioxide</p>	<p>The NSW Government operates 2 high quality air quality monitoring stations in our area, one in Alexandria and another at Cook + Phillip Park. In 2023/24 local air quality was consistently reported as 'good' (the best rating).</p> <p>Data is available at https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data.</p>

Future challenges

Although we have made strong progress in the last 4 years, change needs to happen more rapidly in order to meet all of our targets and to do our part to meet the global goals of avoiding greater than 1.5' of warming. We also need to take more action to help our community to adapt the impacts of climate change that we are already experiencing. In particular, we need to find ways to support the members of our community who are already disadvantaged and may be disproportionately impacted by climate change.

Sydney will run out of landfill space in the coming years, and finding a new solution is a challenge no council can solve alone. We will need to work with the NSW Government on this issue.

The electricity grid is rapidly greening, and new buildings will rarely install gas. The means new buildings will be far more environmentally sustainable in operation. However, the cost and effort required to transition existing buildings off gas is a major challenge.

Strategic Direction 3 – Public places for all

2050 Outcome:

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

We are continuing our ongoing renewal of existing public spaces as well as delivering new additional public spaces for a growing population.

Most City of Sydney residents live in apartments so providing high-quality, inclusive and accessible public places for people is essential. Demand for access to open green space increased during the Covid-19 pandemic, particularly when public health orders required people to stay at home for much of the time.

As our population grows, we have been increasing the diversity of public spaces through land dedications and converting road space to provide more public space for walking, cycling, respite and contact with nature, to gather and socialise as well as for sport and recreation or to attend large events.

Highlights

George Street south pedestrianisation is now complete. Construction has commenced for the George Street north pedestrianisation between Essex and Hunter Streets that will include new public spaces at the intersections of Margaret, Bond, Jamison and Dalley Streets. In 2024 the City of Sydney won the Built Projects – City and Regional Scale Award for our transformation of George Street. The Australian Urban Design Awards honour the highest quality and most innovative urban designs.

Six new parks were delivered – Gunyama Park, The Drying Green, Butterscotch Park, North Rosebery Park, Honeykiss Park and Wimbo Park. New sport and recreation facilities were opened at Perry Park, Alexandra Park Community School, The Crescent and Gunyama Park Aquatic Centre.

Over 16 neighbourhood park renewals were completed. At the 2023 NSW Landscape Architecture Awards, our street tree master plan won the Award of Excellence in the landscape planning category and the Drying Green won the Award of Excellence in the parks and open space category.

Our Street Tree Master Plan and Urban Forest Strategy were both adopted in 2023. The plans are part of the City of Sydney's suite of tree management policies and allow us to better manage our urban forest and street trees. Our major tree management documents include:

- Greening Sydney Strategy 2021
- Tree Management and Donation Policy (2023)
- Urban Forest Strategy (2023)
- Street Tree Master Plan (2023)

As part of the Eora Journey, we are working with Place Management NSW, private land owners and various cultural institutions along the Harbour Foreshore to deliver Yananurala, curated by Emily McDaniel.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

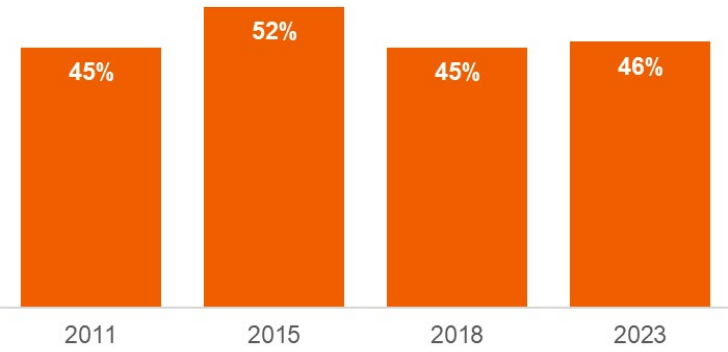
Objective 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Indicator	Comment / Performance
<p>A summary of outcomes will be reported at the end of each four-year period</p>	<p>Recognition in the Public Domain is one of 4 key components of the Eora Journey to acknowledge and celebrate the living culture of Aboriginal and Torres Strait Islander people and reactivate the knowledge of specific places and events in Aboriginal history at key sites within the city through public art projects.</p> <p>Completed in 2022, bara, by Waanyi artist Judy Watson, is a major permanent artwork that celebrates and acknowledges the First Peoples of Sydney, the traditional custodians of Gadigal Country.</p> <p>Yananurala / Walking on Country is the new name for the Harbour Walk which has been endorsed by the Aboriginal and Torres Strait Islander Advisory Panel, the Metropolitan Local Aboriginal Land Council and the City of Sydney Council. Yananurala interpretive markers, including the bara icon, have been installed at 10 locations along the walk to reinstate the Aboriginal names and stories.</p> <p>A concept, Sitelines and Conversations, from the team Gaawaa Miyay led by Aboriginal designer Lucy Simpson, has been selected to create a storytelling thread connecting different places and Aboriginal stories and histories along the harbour foreshore through audio and text based installations.</p> <p>Also in development is Patyegarang (Tara/Dawes Point) a major Yananurala public art project which will tell the story of Patyegarang, the young Aboriginal woman who gifted the language of her people to Lieutenant William Dawes, astronomer on the First Fleet.</p>

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

Indicator	Comment / Performance
Increase in new public domain space calculated per m ² on an annual basis, from acquisition, dedications, and road space conversions	<p>George Street south, pedestrianised from Bathurst Street to Rawson Place, has provided 9,000 m² of additional car-free public domain space in the city centre.</p> <p>New parks include Gunyama Park, Drying Green Park, Butterscotch Park, North Rosebery Park, Honeykiss Park and Wimbo Park creating over 3.0 ha of additional open space.</p> <p>Over 14,898 m² of road and footway space has been converted to space for greening and tree planting in the period from July 2021 to June 2024.</p>

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

Indicator	Comment / Performance										
<p>Community Wellbeing Indicator (Culturally rich and vibrant communities)</p> <p>Satisfaction with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in your local area</p> <p>Baseline (2011) 45% 'satisfied'</p>	<p>As of 2023, resident satisfaction has stabilised but is lower than satisfaction levels seen in 2015.</p>  <table border="1"> <caption>Satisfaction Levels Data</caption> <thead> <tr> <th>Year</th> <th>Satisfaction Level (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>45%</td> </tr> <tr> <td>2015</td> <td>52%</td> </tr> <tr> <td>2018</td> <td>45%</td> </tr> <tr> <td>2023</td> <td>46%</td> </tr> </tbody> </table>	Year	Satisfaction Level (%)	2011	45%	2015	52%	2018	45%	2023	46%
Year	Satisfaction Level (%)										
2011	45%										
2015	52%										
2018	45%										
2023	46%										

Objective 3.4 Physical and visual connections to the harbour are strengthened

Indicator	Comment / Performance
A summary of outcomes will be reported at the end of each four-year period	We have been working with NSW state agencies to ensure strengthened physical and visual connections to the Harbour for development projects at Blackwattle Bay, Barangaroo and Circular Quay to ensure continuous public foreshore access from Woolloomooloo to Glebe.

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

Indicator	Comment / Performance
Increase in green open space calculated per m ² on an annual basis	Over 215 ha of parks and green streetscapes is managed by the City of Sydney. There was a 1 ha increase in 2023/24 due to new streetscapes and traffic treatments. This does not include civic spaces.

Future challenges

As population increases there is an ongoing challenge to ensure the city’s open space network can accommodate diverse recreation demands and use. We are now working on a revision of the 2016 City of Sydney’s open space, sport and recreation needs study to align with trends and research and demographic and social changes.



Image 5. George Street Rainbow Mural. Photo by Abril Felman / City of Sydney

Strategic Direction 4 – Design excellence and sustainable development

2050 Outcome:

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

We plan for a growing community by updating our planning framework to ensure there are opportunities for the city to grow through development that improves the liveability, productivity and sustainability of the city supported by infrastructure. Our planning is guided by the Local Strategic Planning Statement which sets a 20-year land use vision, balancing the need for housing and economic activities while protecting and enhancing local character, heritage, public places and spaces. It links state and local strategic plans with our planning controls to guide development.

The Central Sydney planning strategy provides a clear path for investment to help rebuild business confidence and support jobs in small and large businesses. It considers commercial development, hotel and visitor accommodation, cultural uses and retail alongside residential living. It ensures that Central Sydney is well positioned to contribute to metropolitan Sydney being a globally competitive and innovative city that is recognised internationally for its social and cultural life, liveability and natural environment. The strategy presents key moves and planning controls amendments with the aim of providing certainty, consistency and continuity for planning.

The City of Sydney supports development proponents in the convening of competitions to uphold the achievement of design excellence. Completed competitive design processes have included residential, affordable housing, student co-living and residential college, boarding house, serviced apartments, hotel, commercial office and retail development; located within the city centre and throughout the local area including Ultimo, Pyrmont, Erskineville, Zetland, Waterloo, Woolloomooloo, Alexandria, Glebe, Rosebery and Sydney.

Highlights

- Implementation of the Central Sydney Planning Strategy with 7 planning proposals for more commercial office space progressed under the strategy
- Finalisation of planning controls for the Oxford Street Cultural and Creative Precinct introducing incentives for more cultural and creative space while retaining the heritage character of Oxford Street
- Introduction of new planning controls for Net Zero Energy buildings which set standards for high energy performance and use of renewable energy in office, hotel and retail buildings
- Rezoning of the Botany Road corridor to create additional employment space and affordable housing close to the new Waterloo Metro Station and Tech Central
- New planning controls for North Alexandria to support renewal of the area for more intensive business uses and affordable housing while retaining the valuable industrial and urban services functions of the Southern Enterprise Area
- Draft planning controls for Pyrmont-Ultimo to increase housing and business activities in response to the future Pyrmont Metro Station and the NSW Government's Place Strategy alongside a new contributions plan to fund infrastructure for the growing community

- Preparation of an update to the local environmental plan and development control plan to encourage build to rent and co-living housing in Central Sydney, increase greening, deliver more accessible and family friendly homes, support the provision of electric vehicles (EVs), provide streamlined design competition pathways for affordable housing and reintegrate areas under state control into the City of Sydney’s plans
- Review of retail planning controls for the Green Square area to ensure opportunities to develop supermarkets that will serve the growing community while continuing to support the town centre as the primary retail destination in Green Square
- Since October 2021, we have finalised 24 planning proposals to change planning controls including 14 lodged by proponents. 12 more planning proposals are currently underway with 7 lodged by proponents.

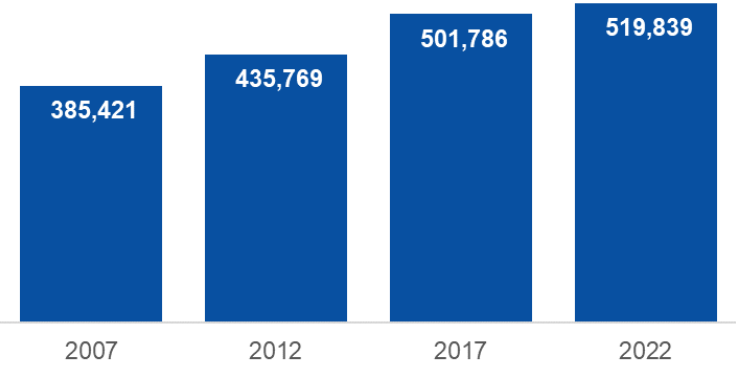
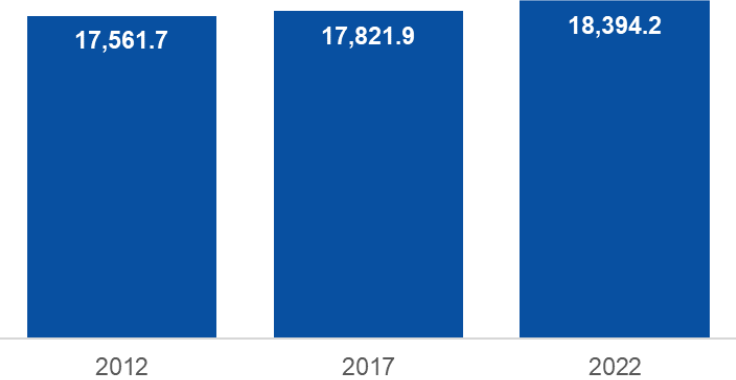
Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 4.1 The city's liveability will be enhanced through well planned and designed development

Indicator	Comment / Performance		
Every resident is around a 10-minute walk to what they need for daily life Baseline (2017) – the following proportions of residents lived within a 10-minute walk (800m) of the following services: Fresh food – 99.96% Childcare – 99.39% Health – 100% Leisure – 99.99% Social – 94.98% Learning – 99.98% Cultural – 98.09%	Service	Baseline % (2017)	Latest result % (2022)
	Fresh food	99.96	99.95
	Childcare	99.39	99.38
	Health	100	100
	Leisure	99.99	99.97
	Social	94.98	99.94
	Learning	99.98	99.3
	Cultural	98.09	97.5
	Open Space	–	100

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

Indicator	Comment / Performance										
<p>By 2036 there will be around 700,000 jobs in the local government area, including 200,000 new jobs</p> <p>These will be a combination of onsite jobs occurring at a fixed address and jobs that occur in the city but are transient, in construction or located in home-based businesses</p> <p>Source: City of Sydney Floorspace and Employment Survey</p>	<p>In 2022, the number of jobs in the local government area was 519,839. 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, with this sector now accounting for 125,000 jobs in the City of Sydney.</p>  <table border="1"> <caption>Number of jobs in the local government area</caption> <thead> <tr> <th>Year</th> <th>Number of jobs</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>385,421</td> </tr> <tr> <td>2012</td> <td>435,769</td> </tr> <tr> <td>2017</td> <td>501,786</td> </tr> <tr> <td>2022</td> <td>519,839</td> </tr> </tbody> </table>	Year	Number of jobs	2007	385,421	2012	435,769	2017	501,786	2022	519,839
Year	Number of jobs										
2007	385,421										
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2017	501,786										
2022	519,839										
<p>Commercial floor space in the local area, including occupied and vacant business floor space</p> <p>Baseline (2012) 17,561,703 m²*</p> <p>City of Sydney Floorspace and employment survey</p> <p>*The data provided in our community strategic plan for 2012 (18,096,215 m²) and 2017 (18,371,384 m²) have been revised in the chart due to a refinement in our calculation method for usable commercial floorspace</p>	<p>In 2022, the amount of commercial floor space in the local government area was 18,394.2 m². The net commercial floor space in the city increased by over 570,000m² (3.2%) between 2017 and 2022.</p>  <table border="1"> <caption>Commercial floor space in the local government area</caption> <thead> <tr> <th>Year</th> <th>Commercial floor space (m²)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>17,561.7</td> </tr> <tr> <td>2017</td> <td>17,821.9</td> </tr> <tr> <td>2022</td> <td>18,394.2</td> </tr> </tbody> </table>	Year	Commercial floor space (m ²)	2012	17,561.7	2017	17,821.9	2022	18,394.2		
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2012	17,561.7										
2017	17,821.9										
2022	18,394.2										

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

Indicator	Comment / Performance
<p>Annual investment on acquiring, developing, and enhancing infrastructure and assets</p>	<p>We continue to lift our investment in new assets and infrastructure including parks, public domain, public art, stormwater assets and community facilities. Annual investment was \$75.43m in 2022/23 and \$96.38m in 2023/24.</p>

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

Indicator	Comment / Performance
Number of design excellence competitions completed	Since 2000, a total of 166 competitive design processes have been completed including 23 in the period from July 2021 to June 2024.

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

The results for this objective are reported in Strategic Direction 2 covering emissions, water, waste and energy consumption and increased greening measures.

Future challenges

The national housing accord sets ambitious housing targets for each state to deliver between 2024 and 2029. It is accompanied by a National Planning Reform Blueprint with measures to improve planning systems. In response the NSW Government has issued councils housing targets, with 18,900 dwellings expected to be completed in the City of Sydney by 2029. It has also proposed planning changes to increase housing supply which override local planning controls, such as the low and mid housing reforms.

The development sector continues to face feasibility challenges from a 35 to 40 per cent increase in materials and labour costs, shortages of skilled labour, tougher financing hurdles after the Banking Royal Commission, steep interest rate rises, and a record number of insolvencies in the building industry.

The NSW Government has established Ministerial Expectations for planning and development functions, which require significant annual decreases in development application determination times and has also published council league tables of development application performance.

We will continue to support Sydney and Australia’s economic competitiveness by providing opportunities for business and employment growth, facilitated by the expanding metro rail network, and for the technology, health, education and media businesses in the innovation sector amongst the demand for more housing.

Strategic Direction 5 – A city for walking, cycling and public transport

2050 Outcome:

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.

The City of Sydney local government area is expected to grow in terms of residents and the number of people that visit the city to work, study and play. Transport currently accounts for around 20 per cent of greenhouse gas emissions in the local area and is projected to increase as a proportion of overall emissions. Without intervention, we are not going to be able to sufficiently reduce our transport-related emissions.

Our communities have told us they want a more walkable city, with fewer or no cars in the city centre: a city where there is “space to walk, bike, stroll, jog, chat, rest, relax and enjoy life.” They want streets with more trees, gardens and plants; more space for walking; and more space for children to play and for socialising. They want a city that is easy for all ages, all people and all mobility levels.

The City of Sydney’s overall built footprint is essentially fixed. Planned growth will result in more density, but we cannot create more surface space to support that. We are focused on the best use of our limited public space. To achieve this, we apply a transport framework that supports the growth of the city by prioritising the most efficient modes for different transport functions in different streets. The framework acknowledges the importance of access for construction, and for goods and services for business.

This means a shift away from prioritising space for private vehicles, which take up a large proportion of our public street space as they use space very inefficiently, and cause major impacts in terms of emissions, noise and injuries. It also means that we can create more space for people and places by using our street space more efficiently and more equitably.

No city has been able to build their way out of traffic congestion, and the City of Sydney’s approach reflects that of other successful global cities by prioritising walking, cycling and public transport, while maintaining access for business.

Highlights

- Pedestrianisation works on George Street south and Devonshire Street were completed in August 2023. Construction has commenced for the George Street north pedestrianisation between Essex and Hunter Streets that will include new public spaces at the intersections of Margaret, Bond, Jamison and Dalley Streets.
- We are now pedestrianising George Street north from Hunter Street to Essex Street, which will be extended to Alfred Street later when the NSW Government’s Circular Quay Redevelopment project is completed.
- Council adopted the Electrification of Transport in the City – Strategy and Action Plan, the City Access Strategy and Action Plan and A City for Walking Strategy and Action Plan – Continuing the Vision.
- The following sections of the strategic bike network were completed this term;
 - in Sydney: King Street between Pitt Street and Phillip Street, Pitt Street between Reiby Place and King Street and College Street between Oxford Street and Prince Albert Road

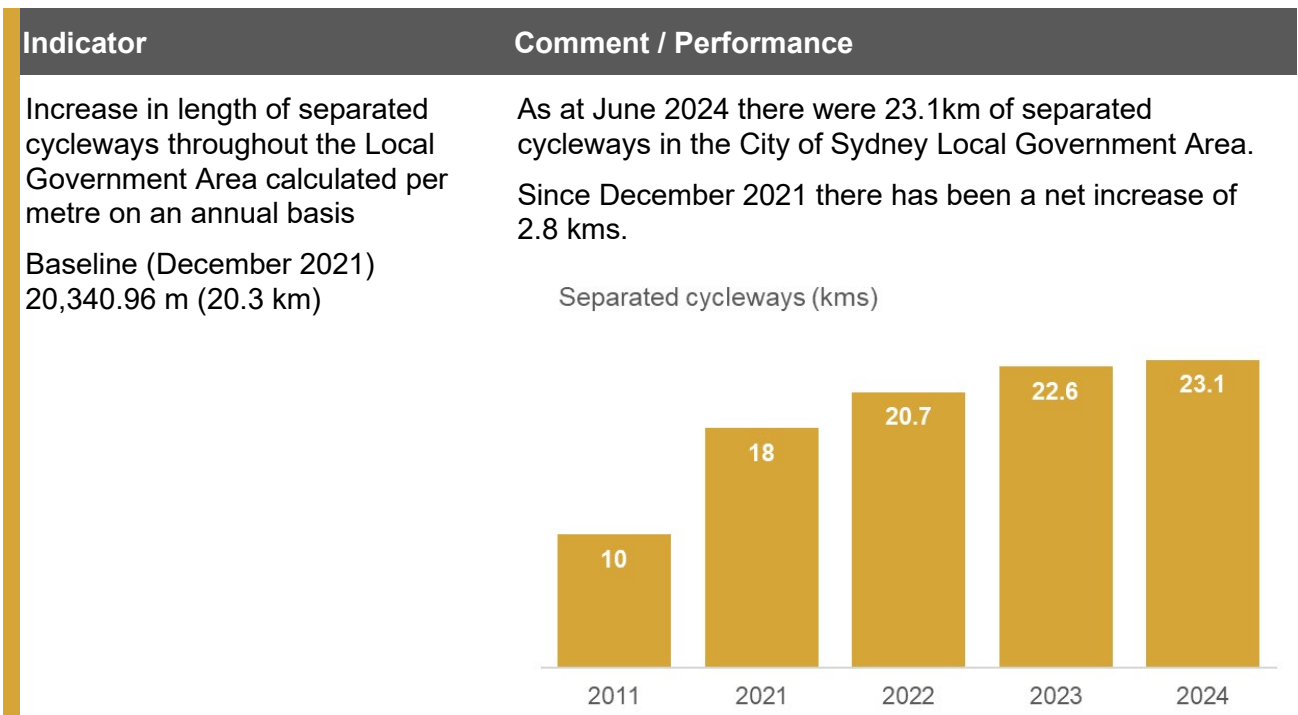
- in Annandale: Booth Street between Wigram Road and Alexandra Drive
- in Erskineville: MacDonald Street between Bridge Street and Hadfields Street and Henderson Road, Railway Parade and Bridge Street between Mitchell Road and Ashmore Street
- in Alexandria: Harley Street and Ashmore Street between McEvoy Street and Fox Avenue, Huntley Street between Mitchell Road and Belmont Street and Mitchell Road south of Huntley Street; and in Waterloo: Gadigal Avenue, Potter Street and Crystal Street between Lachlan Street and Danks Street
- in Zetland: Zetland Avenue and Portman Street.

- Speed limits have been reduced so that over 75% of streets are 40 kilometres per hour or under.
- Sydney Metro opened new stations at Barangaroo, Martin Place, Gadigal, Central and Waterloo.
- Sydney Metro West is being constructed, with new stations at Pyrmont and Hunter Street set to open in 2032.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 5.1 Street space is reallocated for people, places and planting



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

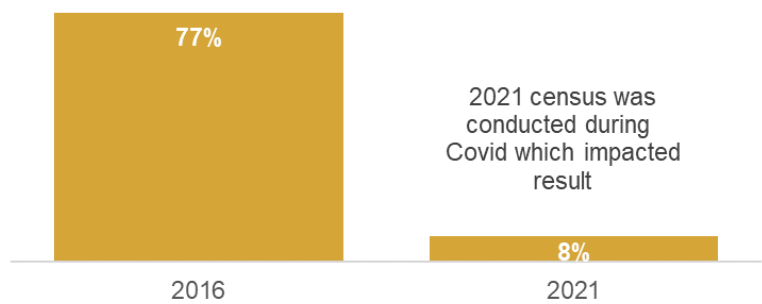
Indicator	Comment / Performance
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Journey to work using public transport to the city centre and other locations in the local government area
 Baseline (2016), 77% city centre, 44% other locations in the local government area

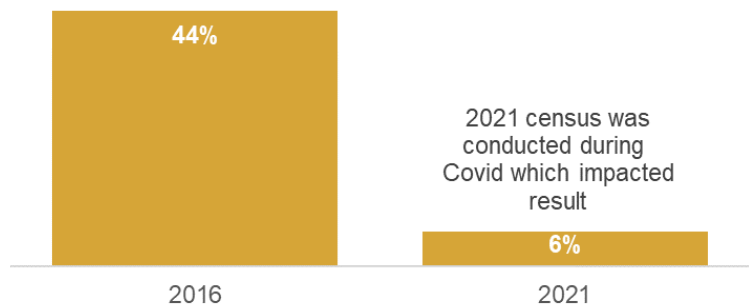
Source: Australian Bureau of Statistics Census

The 2021 result is very low because the 2021 Census was conducted during the Covid-19 pandemic. NSW residents spent a significant amount of time under stay-at-home orders and their work and travel behaviour were impacted with a significant number of people responding to the census as "working from home". The Census is undertaken every 5 years, with the next census taking place in 2026.

% using public transport for journey to city centre for work

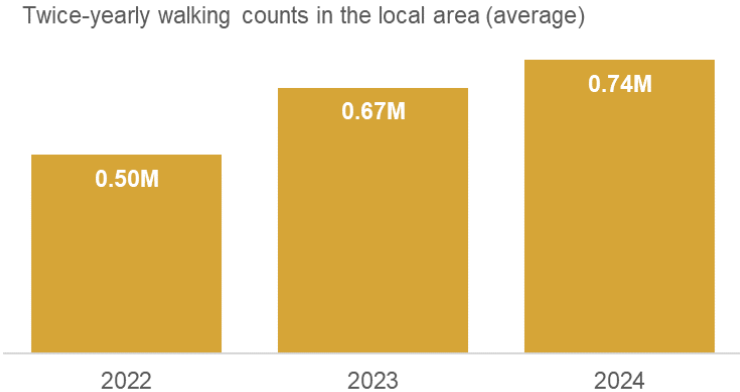


% using public transport for journey to work (other than city centre)

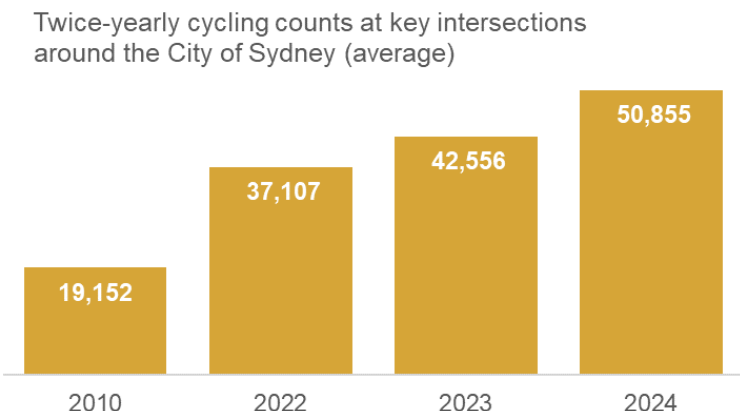


However, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.

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

Indicator	Comment / Performance								
<p>Increase in walking in local government area</p> <p>Twice yearly walking counts in the local area measuring average growth across a sample of locations</p> <p>Baseline November 2021 503,442</p>	<p>The aim of this measure is to track the increase in pedestrian activity across the local government area. The measure includes both weekend and weekday counts, and the sites have been selected so that there is one on each village high street and 4 in the city centre.</p> <p>For 2023/24 the twice-yearly pedestrian count average across the sample locations was 739,720 which is a 47% increase from the November 2021 baseline of 503,442. This indicates a very strong post-covid recovery.</p> <p>Twice-yearly walking counts in the local area (average)</p>  <table border="1"> <caption>Twice-yearly walking counts in the local area (average)</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>0.50M</td> </tr> <tr> <td>2023</td> <td>0.67M</td> </tr> <tr> <td>2024</td> <td>0.74M</td> </tr> </tbody> </table>	Year	Count	2022	0.50M	2023	0.67M	2024	0.74M
Year	Count								
2022	0.50M								
2023	0.67M								
2024	0.74M								

Objective 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Indicator	Comment / Performance										
<p>Increase in cycling in Local Government Area</p> <p>Measure is total trip count at 68 intersections across the local area twice a year, in March and October</p> <p>Baseline (March 2010), 19,152</p>	<p>The March 2024 count of 51,271 is an increase of 168% since the count in March 2010.</p> <p>Twice-yearly cycling counts at key intersections around the City of Sydney (average)</p>  <table border="1"> <caption>Twice-yearly cycling counts at key intersections around the City of Sydney (average)</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>19,152</td> </tr> <tr> <td>2022</td> <td>37,107</td> </tr> <tr> <td>2023</td> <td>42,556</td> </tr> <tr> <td>2024</td> <td>50,855</td> </tr> </tbody> </table>	Year	Count	2010	19,152	2022	37,107	2023	42,556	2024	50,855
Year	Count										
2010	19,152										
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Objective 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Indicator	Comment / Performance
Kerb space in city centre allocated to deliveries, servicing, and mobility parking	<p>The City of Sydney manages a range of kerbside restrictions to balance need for services and amenity. We undertook an audit of kerbside restrictions in 2023 to establish a baseline for future reporting. Kerbside restrictions include work zones, taxi zones bus zones, no parking zones, no stopping zones, loading zones and time limited parking.</p> <p>The restrictions vary by time of day with loading zones prioritised between 6am-5pm, peaking at almost 1,000 spaces at 10am. The number of mobility parking spaces varies between 30-40 spaces depending on time of day. Our intent is to increase off-street loading capacity to enable a progressive reduction of on-street loading in nearby streets, using the kerb space for other purposes while ensuring businesses retain access for their freight and servicing needs. We will continue to monitor kerbside restrictions data every 5 years.</p>

Future challenges

Bike share systems can succeed in increasing bicycle use if the NSW Government sets up the appropriate regulatory framework. This will reduce footpath clutter and increase community support for the schemes.

As activity on foot continues to grow in the city centre, we will need to reallocate space away from private vehicles, to support more efficient transport modes, or place improvements including outdoor dining and more planting. Reducing the speed limit to 30km/h would support increased foot activity.

Green Square needs better connections. The City of Sydney continues to support a Metro west extension to Zetland as an immediate priority. A light rail connection for Green Square will complement this. Light rail can also connect Tech Central along Broadway and Parramatta Road.

Strategic Direction 6 – An equitable and inclusive city

2050 Outcome:

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.

Our vision is for a just and inclusive city, and a socially sustainable Sydney. Social sustainability is about strengthening our society to improve our individual and collective wellbeing and resilience. Cities that make equality and social justice central to their growth are stronger and more resilient, creating opportunities for everyone to thrive. Building a strong, inclusive society is a shared responsibility for governments, business and the wider community. Our social sustainability policy and action plan – A City for All 2018-2028 outlines the City of Sydney's aspirations for a socially, just and equitable city.

We have an ongoing commitment to making Sydney truly inclusive and welcoming. This commitment is embodied in our inclusion (disability) action plan. The plan aligns with our long-term vision of an inclusive city and includes actions designed to actively address barriers faced by people with disability. The plan was developed through extensive consultation with people with disability and/or caring responsibilities, local disability service providers, peak disability representatives, advocacy organisations and members of our Inclusion (Disability) Advisory Panel.

Highlights

In 2022 we introduced fee waivers for eligible community groups using our community venues for hire, which has been extended to 30 June 2029. Between 1 July 2022 and 30 June 2024, 244 requests for fee waivers have been granted for nearly 14,000 hours of use, valued at almost \$420,000.

In June 2023 we launched the Oxford Street Pride Business Charter. The Charter supports businesses to adopt practices that are inclusive of diverse LGBTIQ+ communities and to work together to celebrate the LGBTIQ+ history and character of the precinct. As of July this year, 66 businesses had signed up.

In 2024 we created a new \$4.5 million food relief grant program over three years to help organisations distribute food to struggling households as the cost-of-living soars. The first round of grants funded 21 community organisations who in turn support over 200 agencies providing the equivalent of 350,000 meals for food insecure people in our city.

Community Strategic Plan objectives and indicators

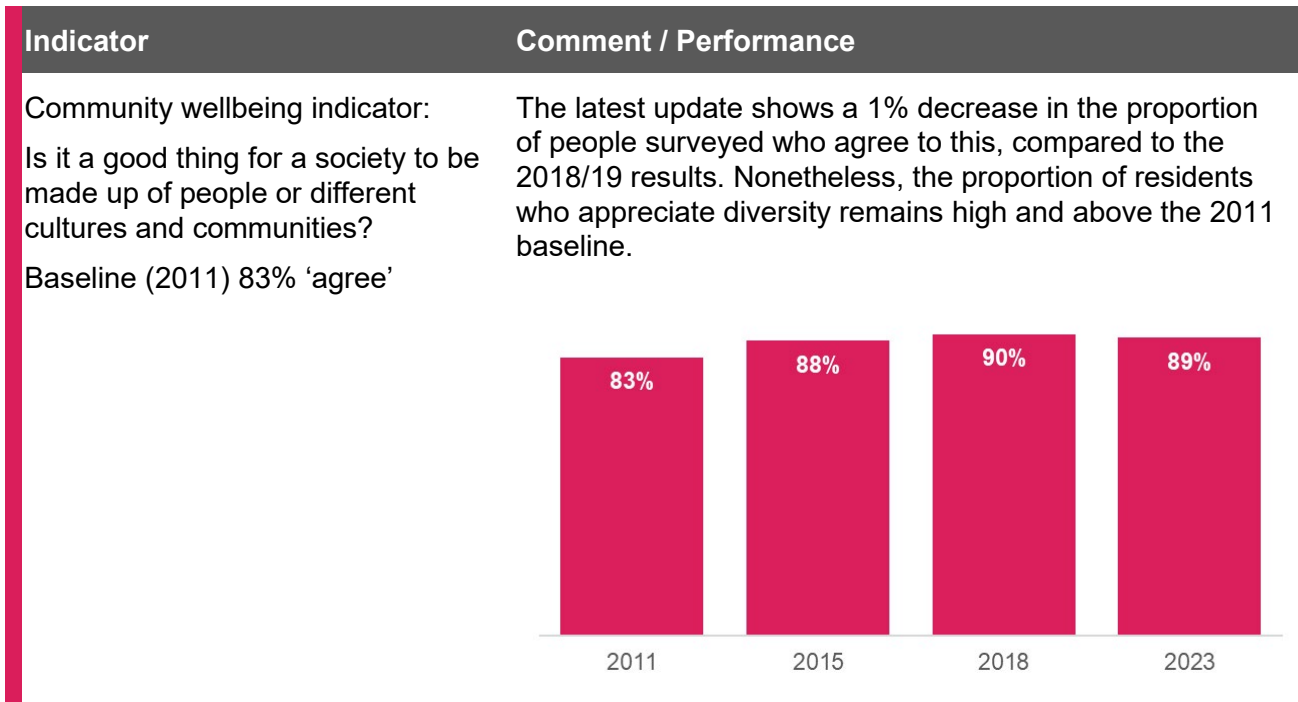
Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

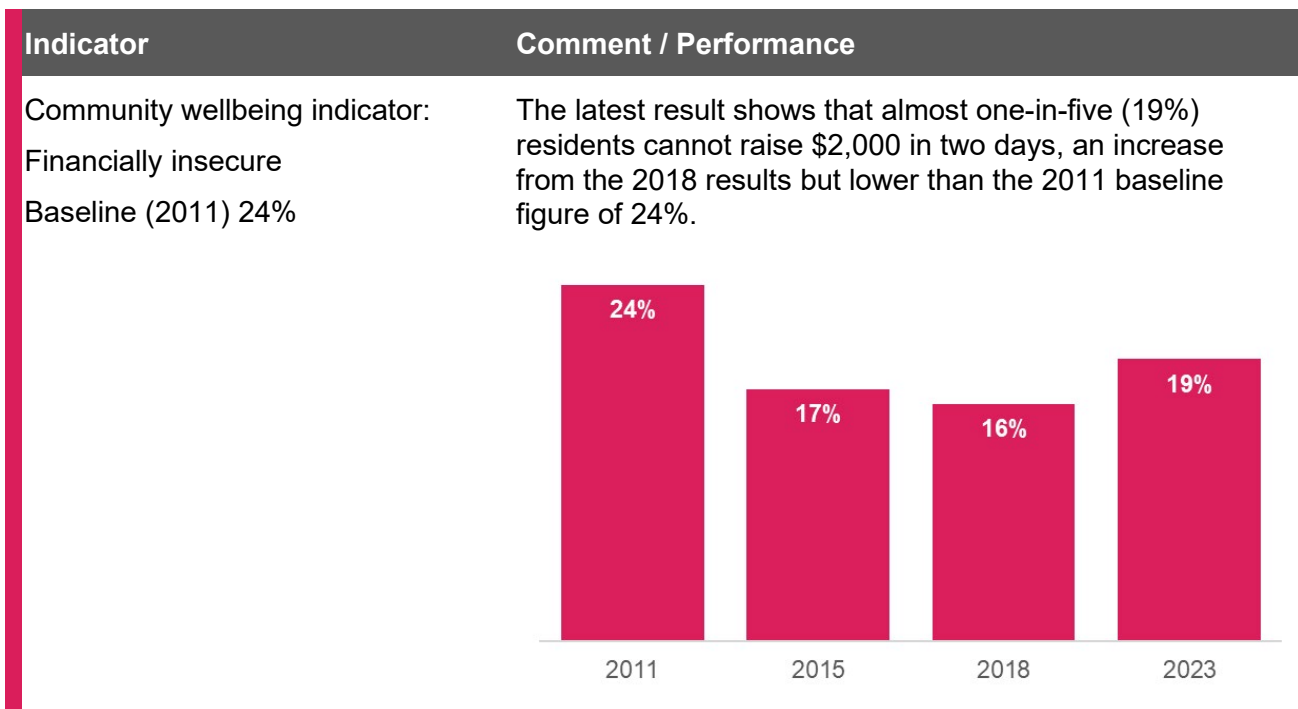
Indicator	Comment / Performance
<p>Number of Aboriginal and Torres Strait Islander organisations that the City has formed or maintained a formal partnership</p> <p>Source: Stretch RAP Annual Report</p> <p>*Closing the Gap priority reform one</p>	<p>We are continuing to explore opportunities to develop new partnerships with Aboriginal and Torres Strait Islander organisations.</p> <p>We have maintained one formal partnership, the principles of cooperation with the Metropolitan Local Aboriginal Land Council.</p> <p>This action is relevant to the National Agreement on Closing the Gap, specifically priority reform number one: 'Formal Partnerships and Shared Decision Making'.</p> <p>The City of Sydney continues to hold meetings with the local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives including promoting opportunities such as the Aboriginal and Torres Strait Islander collaboration fund. This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area. The City of Sydney's Aboriginal and Torres Strait Islander advisory panel is an important formal relationship made up of 16 community members who continue to provide advice and guidance on our activities.</p>

Objective 6.2 Everyone feels welcome and included in the city

Indicator	Comment / Performance										
<p>Community wellbeing indicator:</p> <p>Number satisfied with feeling a part of the community</p> <p>Baseline (2011) 49%</p>	<p>The latest update shows that the proportion of people who answered the survey indicate they are less satisfied than the 2011 baseline.</p> <table border="1"> <caption>Community Wellbeing Indicator Data</caption> <thead> <tr> <th>Year</th> <th>Percentage Satisfied</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>49%</td> </tr> <tr> <td>2015</td> <td>50%</td> </tr> <tr> <td>2018</td> <td>44%</td> </tr> <tr> <td>2023</td> <td>46%</td> </tr> </tbody> </table>	Year	Percentage Satisfied	2011	49%	2015	50%	2018	44%	2023	46%
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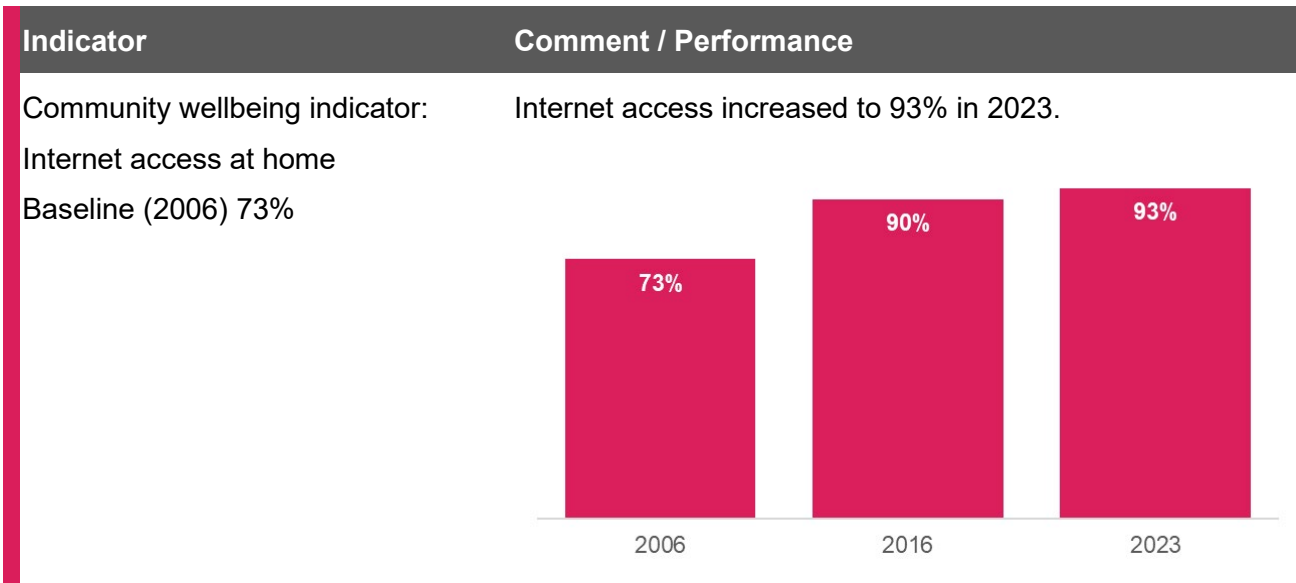
Objective 6.3 Everyone benefits from equitable economic growth and has financial security



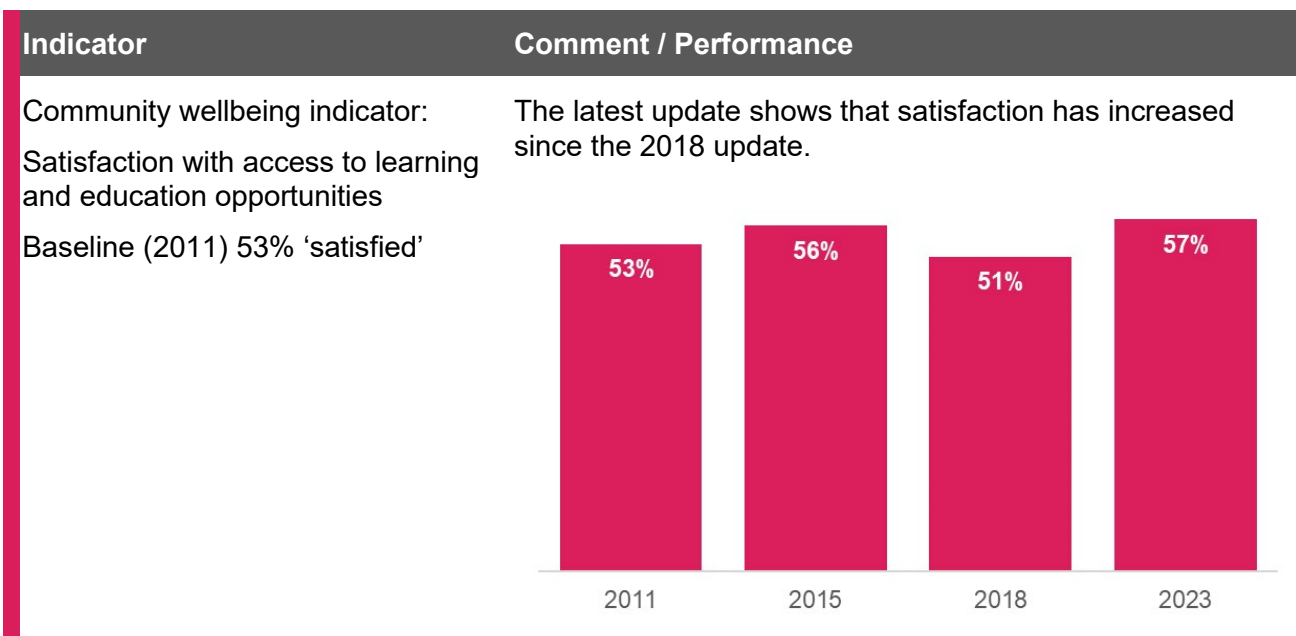
Objective 6.4 Communities are engaged and actively participate in the governance of their city

Indicator	Comment / Performance										
<p>Community wellbeing indicator: Opportunity to have a say Baseline (2015) 44% 'agree'</p>	<p>The latest update shows that the proportion of residents who agree they have opportunity to have their say has decreased over time.</p> <table border="1"> <caption>Opportunity to have a say</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>44%</td> </tr> <tr> <td>2018</td> <td>40%</td> </tr> <tr> <td>2023</td> <td>34%</td> </tr> </tbody> </table>	Year	Proportion (%)	2015	44%	2018	40%	2023	34%		
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<p>Community wellbeing indicator: Participation in decision making activity Baseline (2011) 22%</p>	<p>The proportion of residents participating in decision-making has decreased since the 2015 results.</p> <table border="1"> <caption>Participation in decision making activity</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>22%</td> </tr> <tr> <td>2015</td> <td>37%</td> </tr> <tr> <td>2018</td> <td>36%</td> </tr> <tr> <td>2023</td> <td>32%</td> </tr> </tbody> </table>	Year	Proportion (%)	2011	22%	2015	37%	2018	36%	2023	32%
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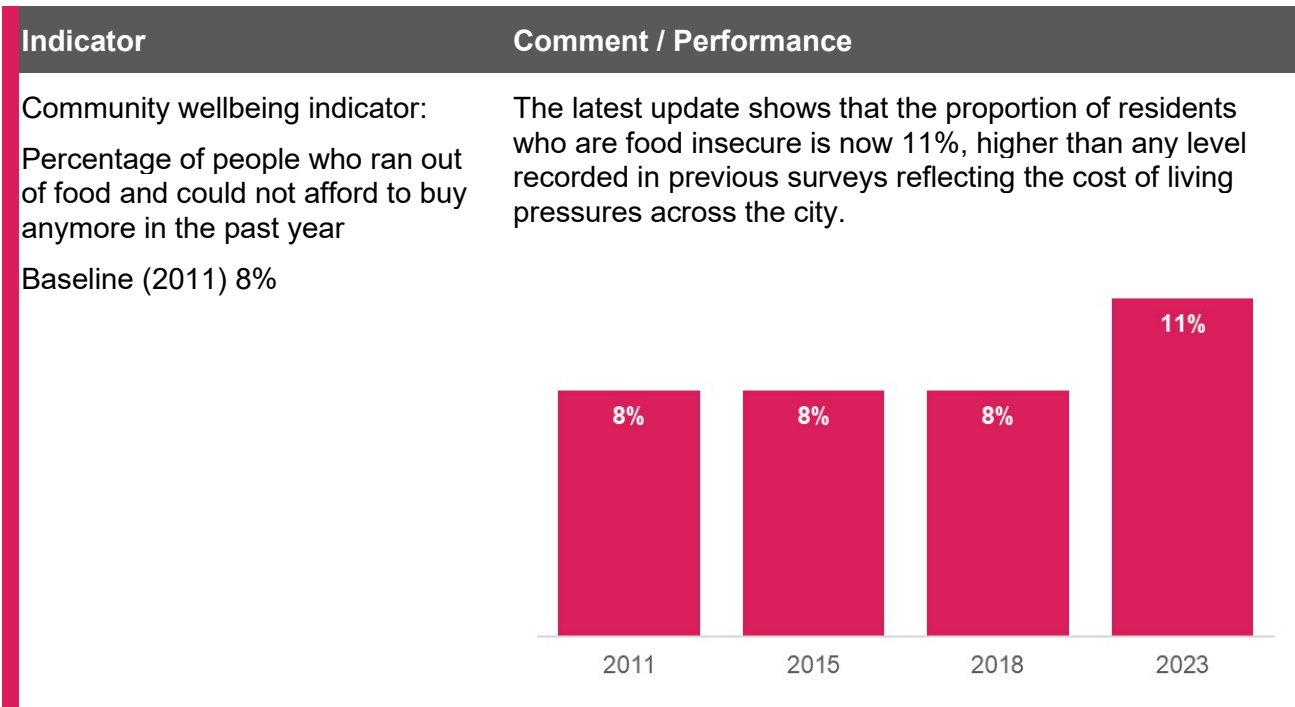
Objective 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life



Objective 6.6 There is equitable access to education and learning opportunities



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



Future challenges

The Covid-19 pandemic had a significant impact on our communities and exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food insecurity. There have been measurable decreases in social cohesion, increases in the rates of food insecure households and decreases in health and wellbeing, including mental health.

Key challenges to social sustainability across our community include support for self-determination for Aboriginal and Torres Strait Islander peoples, increased social connection to address growing loneliness and social isolation, increased housing stress, income and food insecurity, reducing the digital divide, and increasing perceptions of safety and quality of life.

These are disproportionately impacting traditionally marginalised people in our community including people with disabilities, people on low incomes, people renting including social housing residents, those experiencing homelessness, with English as a second language, and of diverse sexualities and genders.

The current increased cost of living and inequality of wealth in our community will continue to put pressure on social sustainability. Continued and whole of government action and investment is needed in social and affordable housing, community and social infrastructure, wellbeing and programs that address social isolation.

The pandemic also identified a need for improved disaster planning and response, particularly food supply during emergencies. In addition, a need for locations for safe, sustainable food production, including First Nations food production, for the Sydney basin to reduce reliance on imported food and reduce the potential impacts of extreme weather on food supply and availability in the city.

Strategic Direction 7 – Resilient and diverse communities

2050 Outcome:

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

The City of Sydney local area is facing more challenges from the impacts of climate change and social and economic disruptions, which threaten the city’s stability and prosperity.

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City of Sydney plays a major role in strengthening community resilience by providing projects, programs and services to support local communities. Other people and organisations have responsibilities for parts of the complex network of systems that keep our local area running. They are responsible for working together and individually to ensure the safety of our community and the functioning of our city in good times and bad.

The scale of disasters and disruptions affecting cities often overwhelms their ability to respond locally. Extreme weather events, bushfires and the Covid-19 pandemic reminded us that we are a global, hyperconnected city. As a well-resourced council, leader and vocal advocate we made a clear decision to work with communities and organisations beyond our local area boundaries.

The Covid-19 pandemic caused significant health, economic and social impacts. This amplified existing chronic stresses, impacting people already facing barriers and creating a new group of communities in need. Responding to compounding and cascading impacts of the pandemic required coordinated support from the City of Sydney. This included emergency food distribution, dedicated community hotlines, targeted communications, personal protective equipment and community quick response grants.

Highlights

The City of Sydney’s Resilience Strategy 2023-2028 was adopted in December 2023. Our resilience strategy requires partnerships and collaboration between the City of Sydney and other levels of government, business and community organisations. We’re prioritising action and investment in physical infrastructure, social systems, economic sustainability, and programs, people and existing initiatives

Community Strategic Plan objectives and indicators

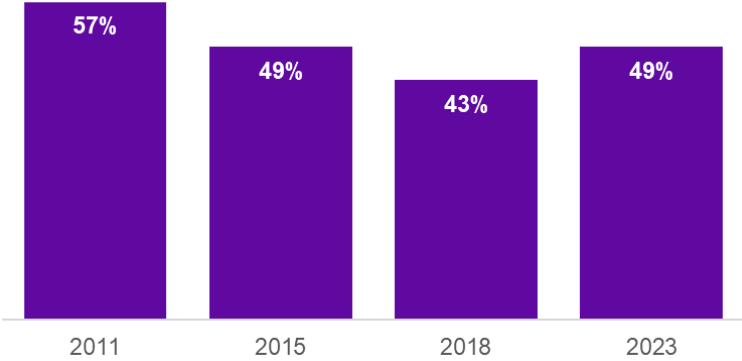
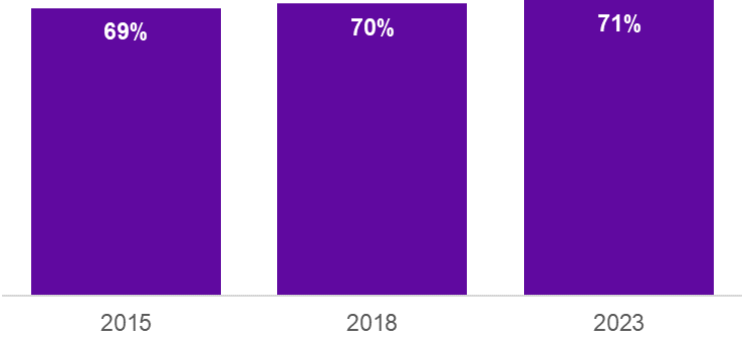
Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 7.1 Communities are connected and socially cohesive

Indicator	Comment / Performance
Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%	This measure is reported in Objective 6.2.

Indicator	Comment / Performance
Community wellbeing indicator: Survey question: is it a good thing for a society to be made up of people of different cultures and communities? Baseline (2011) 83% 'yes'	This measure is reported in Objective 6.2.

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

Indicator	Comment / Performance										
Community wellbeing indicator: Number satisfied with opportunities for sporting or recreational activities Baseline (2011) 57% 'satisfied'	The latest update shows that satisfaction has increased since the 2018 results but remains lower than the 2011 baseline.										
	 <table border="1"> <caption>Satisfaction with sporting or recreational activities</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>57%</td> </tr> <tr> <td>2015</td> <td>49%</td> </tr> <tr> <td>2018</td> <td>43%</td> </tr> <tr> <td>2023</td> <td>49%</td> </tr> </tbody> </table>	Year	Satisfaction (%)	2011	57%	2015	49%	2018	43%	2023	49%
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2023	49%										
Community wellbeing indicator: Number satisfied with library access Baseline (2015) 69% 'satisfied'	The latest update shows that satisfaction has increased over the survey years.										
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Year	Satisfaction (%)										
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2018	70%										
2023	71%										

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

No measure is currently available for this objective, however we have:

- commenced work on our contribution to the State Disaster Mitigation Plan released in March 2024.
- included resilience considerations in the City of Sydney’s asset management plan template.
- published a local Resilience Strategy 2023-2028.
- adopted an interim floodplain management policy which is being implemented through the development approval process
- held community events including those in social housing to promote readiness with other first responder organisations with 81% of attendees reporting they knew where to get help if they needed it.
- coordinated a multiagency emergency management discussion exercise and field exercise to test capacity and capability to respond to a transport infrastructure emergency.
- coordinated the activities of the Local Emergency Management Committee including emergency planning, response and recovery, regular meetings, project work, and reporting on emerging issues.

Objective 7.4 The city economy is diversified to strengthen its resilience

Indicator	Comment / Performance		
Relative size of industry sectors (top 6) measured by the number of jobs in each. The aim is for no one sector to dominate Baseline (2017): Finance and financial services 23.1%; Professional and business services 19.8%; ICT 6.8%; Government 6.8%; Creative industries 6.6%; Higher education and research 5.7%	Industry sector	Baseline (2017)	2022
	Finance and financial services	23.1%	24.0%
	Professional and business services	19.8%	18.1%
	ICT	6.8%	7.5%
	Government	6.8%	-
	Tourist, cultural and leisure	-	6.4%
	Creative industries	6.6%	6.2%
	Food and drink	-	6.2%
	Higher education and research	5.7%	

Objective 7.5 People feel safe in the city

Indicator	Comment / Performance										
<p>Community wellbeing indicators: Perceptions of safety: Walking alone near home after dark Baseline (2011) 50% feel 'safe'</p>	<p>The latest update shows that the proportion of residents who feel safe walking alone near home after dark has trended upwards over time.</p>										
<table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>50%</td> </tr> <tr> <td>2015</td> <td>61%</td> </tr> <tr> <td>2018</td> <td>61%</td> </tr> <tr> <td>2023</td> <td>63%</td> </tr> </tbody> </table>		Year	Percentage	2011	50%	2015	61%	2018	61%	2023	63%
Year	Percentage										
2011	50%										
2015	61%										
2018	61%										
2023	63%										
<p>Perceptions of safety: Walking alone near home in daylight Baseline (2011) 86% feel 'safe'</p>	<p>The latest update shows that feelings of resident safe walking alone near home in daylight has decreased since the 2018 results but remains higher than the baseline.</p>										
<table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>86%</td> </tr> <tr> <td>2015</td> <td>92%</td> </tr> <tr> <td>2018</td> <td>91%</td> </tr> <tr> <td>2023</td> <td>88%</td> </tr> </tbody> </table>		Year	Percentage	2011	86%	2015	92%	2018	91%	2023	88%
Year	Percentage										
2011	86%										
2015	92%										
2018	91%										
2023	88%										



Image 6. Sydney skyline from Blackwattle Bay. Photo by Chris Southwood / City of Sydney

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

Indicator	Comment / Performance										
<p>Community Wellbeing Indicator: Residents have participated in at least one community engagement activity in the preceding 12 months Baseline (2011) 60%</p>	<p>The latest update shows that resident participation in community engagement has remained stable over the last decade.</p>										
	<table border="1"> <caption>Community Engagement Participation Rates</caption> <thead> <tr> <th>Year</th> <th>Participation Rate</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>60%</td> </tr> <tr> <td>2015</td> <td>58%</td> </tr> <tr> <td>2018</td> <td>58%</td> </tr> <tr> <td>2023</td> <td>58%</td> </tr> </tbody> </table>	Year	Participation Rate	2011	60%	2015	58%	2018	58%	2023	58%
Year	Participation Rate										
2011	60%										
2015	58%										
2018	58%										
2023	58%										
<p>Number of Aboriginal and Torres Strait Islander businesses contracted to the City of Sydney and value of spend measured on an annual basis</p>	<p>In 2024 we engaged 76 suppliers who identified themselves as Aboriginal and Torres Strait Islander. The value of spend with Aboriginal and Torres Strait Islander business increased to \$1.97 million in 2024.</p>										
	<table border="1"> <caption>Spend with Aboriginal and Torres Strait Islander Businesses (\$M)</caption> <thead> <tr> <th>Year</th> <th>Spend (\$M)</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>1.60</td> </tr> <tr> <td>2022</td> <td>1.93</td> </tr> <tr> <td>2023</td> <td>1.42</td> </tr> <tr> <td>2024</td> <td>1.97</td> </tr> </tbody> </table>	Year	Spend (\$M)	2021	1.60	2022	1.93	2023	1.42	2024	1.97
Year	Spend (\$M)										
2021	1.60										
2022	1.93										
2023	1.42										
2024	1.97										
<p>Value of grants to Aboriginal and Torres Strait Islander organisations * Closing the Gap priority reform two</p>	<p>In 2023/24 we approved grants to the value of \$1.94 million to 49 Aboriginal and Torres Strait Islander people, groups and organisations. In 2022/23 we awarded \$1.63 million through 49 applications, and in 2021/22 we awarded \$588,898 through 29 applications.</p>										

Future challenges

In Sydney we’re experiencing increasing shocks and stresses arising from climate change, geopolitical events and economic shifts. The impact that a shock has on a place depends upon the underlying stresses. For example, the shock of the Covid-19 pandemic exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food and housing insecurity.

By 2060 the annual economic cost of natural disasters in Australia is expected to increase from an average \$38 billion per year to at least \$73 billion and as much as \$94 billion per year. In NSW the total economic costs of natural disasters over the next 40 years will be at least \$360 billion. More frequent and severe shocks and stresses – in part, due to climate change – will test our capacity to cope as increasing impacts become more likely to exceed our limits.

Strategic Direction 8 – A thriving cultural and creative life

2050 Outcome:

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

The City of Sydney has long supported the artists, musicians, writers, performers and institutions under the Creative City Cultural Policy and Action Plan 2014–2024 and we've achieved a lot for our communities in the 10 years since. Each year we've made an average investment of \$34 million in culture. This includes our events, cultural programs, art projects and commissions, and the grant funding we provide to fuel local creativity.

Highlights

We allocated \$7 million towards the groundbreaking Eora Journey program, meaning 'people's journey' in the Sydney Aboriginal language. The program celebrates the living culture and heritage of Aboriginal and Torres Strait Islander communities. As part of the Eora Journey, we commissioned 4 First Nations artists to create major public artworks. In 2022 *bara*, our Monument to the Eora, the first peoples of Sydney, was installed. Created by artist Judy Watson, *bara* represents the fish hooks crafted and used by Gadigal women for thousands of generations. We also began installing signage for Yananurala, a nine-kilometre walk that will highlight Aboriginal history and culture at places along the Harbour foreshore.

Also under our Eora Journey plan we bought the historic post office building at 119 Redfern Street, in the heart of Redfern. We renovated it to house an accessible Aboriginal knowledge and culture centre. The new centre was developed in close consultation with local Aboriginal and Torres Strait Islander communities and opened in May 2024.

City Art, our public art program, commissions new permanent and temporary public artworks. The program also cares for and manages more than 260 permanent public artworks including fountains, memorials and items of cultural heritage. During the last council term the commissioned works include *In Through the Out Door* by Callum Morton, *Stream* by Kerrie Poliness in *The Drying Green*, and *bangala* by Aunty Julie Freeman and Jonathan Jones in *Gunyama Park*.

In June 2022, we increased our stock of affordable creative space with the opening of our five-storey City of Sydney creative studios in Bathurst Street, leased from the developer Greenland for a peppercorn rent for 99 years. This state-of-the-art facility provides affordable spaces to suit all kinds of artists, musicians, podcasters, performers and other creatives.

Our draft cultural strategy 2025–2035 was exhibited in 2024. It addresses the evolving needs of Sydney's creative sector and builds on our Creative City cultural policy and action plan 2014–2024. The strategy is informed by new research and targeted consultation. It tackles challenges resulting from the Covid-19 pandemic, economic pressures and the housing crisis. The strategy supports our long-term Sustainable Sydney 2030-2050 *Continuing the Vision*, and aims to protect cultural spaces, support creative workers and foster a vibrant cultural life.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 8.1 We value our cultural life and champion our creative industries

Indicator	Comment / Performance
Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%	This measure is reported in Objective 6.2.
Community wellbeing indicator: Satisfaction with the number and quality of arts and cultural events such as festivals, performances and exhibitions in your local area Baseline (2011) 60%	The latest update shows that since 2015, resident satisfaction has declined.

Year	Satisfaction (%)
2011	60%
2015	62%
2018	56%
2023	54%

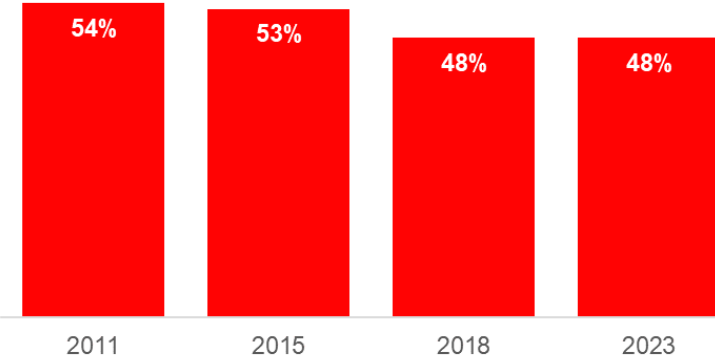
Objective 8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected

Indicator	Comment / Performance
Community wellbeing indicator: Satisfaction with the range and quality of creative expression in the public domain. (response from Aboriginal and Torres Strait Islander peoples only) Baseline (2018) 33%	This measure looks at the proportion of residents identifying as Aboriginal and Torres Strait Islanders who are satisfied with the range and quality of creative expression in the public domain. The 2023 update shows that fewer than one-in-five (17%) are satisfied, a drop from the 2018 results (33%). It should be noted that the number of Aboriginal and Torres Strait Islander respondents for the 2018 Wellbeing Survey was very low.

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

Indicator	Comment / Performance
City of Sydney floor space and employment survey: creative industries workforce Baseline (2017) 33,027	Between 2017 and 2022 the creative industries workforce reduced slightly from the baseline to 32,380.

Objective 8.4 Sydney’s cultural life reflects the diversity of our communities

Indicator	Comment / Performance										
<p>Community wellbeing indicator: Satisfaction with opportunities to participate in arts and cultural activities</p> <p>Baseline (2011) is 54% ‘agree’.</p>	<p>The latest update shows that agreement remains lower than the 2011 baseline.</p>  <table border="1" data-bbox="686 425 1404 784"> <caption>Satisfaction with opportunities to participate in arts and cultural activities</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>54%</td> </tr> <tr> <td>2015</td> <td>53%</td> </tr> <tr> <td>2018</td> <td>48%</td> </tr> <tr> <td>2023</td> <td>48%</td> </tr> </tbody> </table>	Year	Satisfaction (%)	2011	54%	2015	53%	2018	48%	2023	48%
Year	Satisfaction (%)										
2011	54%										
2015	53%										
2018	48%										
2023	48%										

Objective 8.5 There is an increased supply of accessible creative space

Indicator	Comment / Performance
<p>City of Sydney floor space and employment survey: total m² for creative industries enterprise</p> <p>Baseline (2017*) 1,212,900 m²</p> <p>*Note that the 2017 baseline as reported in the community strategic plan has been adjusted from 1,502,759 m² to align with the current coding framework</p>	<p>Between 2017 and 2022 the total area for creative industries enterprises reduced from 1,212,900m² to 1,148,908m² a loss of 5%.</p>

Future challenges

Costs of compliance continue to be a barrier to operating creative spaces and producing events. Across all levels of government, a culture of ‘risk elimination’ is not being matched with resources for risk management, and operators whose business models can’t absorb these costs are simply ‘out of the game’.

Unaffordable housing supply is displacing creative workers, and unaffordable housing costs are the main reason artists are leaving Sydney.

Investment is mostly focused on presentation, not production. There have been some exceptional updates and additions made to Sydney’s cultural infrastructure. While feedback suggests these are well received, we’re also hearing that the bulk of the investment is in major institutions and it has almost exclusively focused on places to present and consume culture, not the kinds of creative spaces where culture is made.

Diversity and inclusion is improving but it is slow progress. Efforts to increase the inclusion of Aboriginal and Torres Strait Islander peoples and people with disability in our cultural life are slowly achieving results. The sector reports a maturing and authenticity in the engagement and representation of First Nations people, and that resources to support artists with disability to make and participate in culture have improved. There continues to be logistical barriers to more deeply involving linguistic diversity in our cultural offerings and a financial imperative that favours broadest possible audience appeal.



Image 7. *bara* sculpture in the Royal Botanic Gardens by artist Judy Watson. Photo by Chris Southwood / City of Sydney

Strategic Direction 9 – A transformed and innovative economy

2050 Outcome:

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

Sydney is home to Australia's largest local economy. The economy within the City of Sydney generated more than \$142 billion per annum in 2024, accounting for around 6% of Australia's GDP¹.

The city's economic performance directly affects the 229,000 residents and 520,000 workers in our local government area. As Australia's global gateway and as a regional centre, the city's economy plays a significant role in supporting and influencing economies far beyond our geographic boundary. It is extremely important that the city's economy is thriving and ready to meet the challenges and opportunities of the future.

The previous Economic Development Strategy 2013-2023 guided the City of Sydney's approach to economic development over the last 10 years. The strategy contained strategic priorities to – strengthen Sydney's competitiveness, improve productivity and capacity, and promote opportunity. It also set employment and growth targets for 2030 and provided the rationale for the development of related action plans to support priority sectors of the economy.

The city's economy achieved strong growth over the past decade, but it has been disrupted by Covid-19 pandemic. Our economy has started to recover, but many key sectors across the visitor economy are still struggling. Many economic problems were exposed and amplified during the pandemic, including barriers to participation and inequality, unaffordable space, lack of economic diversity, environmental damages, insecure jobs, skill and labour shortage and more.

There have also been many structural changes to the economy triggered or accelerated by the pandemic including: online shopping and delivery services being in high demand; the growth of the gig and sometimes insecure economy; and working from home is likely to stay. The city centre needs must offer new purposes and unique experiences to attract visitors back and the need for economic resilience is imperative.

Highlights

In August 2024, the City of Sydney released its new draft Economic Development Strategy 2025-2035 for public engagement. The new strategy aims to reinforce Sydney's historic economic strengths while focusing on four key underlying vulnerabilities that pose a challenge to the economies ongoing sustainability - climate change, rising inequality, slowing productivity and ongoing uncertainty about how our city is used post-pandemic, as well as cost of living and economic headwinds, presenting challenges in the transition.

The new strategy was developed in close collaboration with the City of Sydney's Business, Economic Development and Covid Recovery Advisory Panel which has CEO-level representation from a variety of businesses and organisations. It also incorporates extensive community engagement undertaken on the draft Economic Development Strategy Discussion Paper (2022-2023).

¹ National Institute of Economic and Industry Research & Economy.id, 'City of Sydney economic profile', 2023. Available: <https://economy.id.com.au/sydney>

In delivering the previous Economic Development Strategy 2013-2023, the City has enabled several major new projects to support economic development, from the light rail along the length of George Street that has transformed the city's central spine, to the Green Square urban renewal project which enabled \$22 billion in private development and 33,000 homes, through to the Central Sydney Planning review that has unlocked 2.9 million sqm of employment floor space in our central CBD.

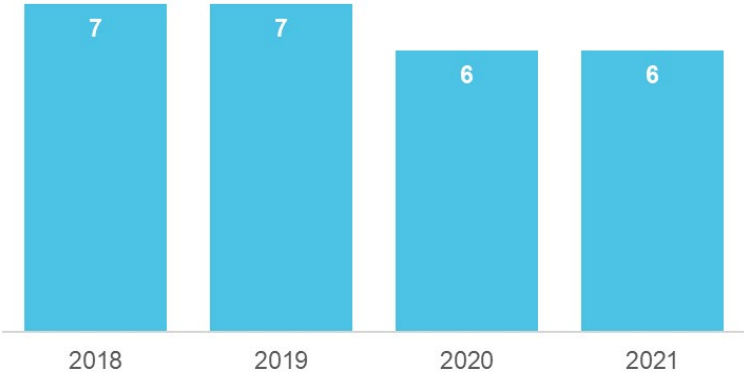
These investments have helped to contribute to the city's strong economic performance over the past 10 years, with the total jobs in the city growing from 436,000 jobs to 520,000 jobs. There has also been a continual shift towards a more advanced, knowledge-led economy with the proportion of knowledge jobs growing from 64% to 68%. The City of Sydney local government area economy has also experienced stronger than forecast long-term economic growth, with the economic output growing by more than 40%, from \$101 billion to \$142 billion.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

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

Indicator	Comment / Performance
Benchmarking Sydney's Performance, Committee for Sydney: Innovation & Research & Development Sydney's performance score (knowledge economy)	This data is now no longer available from the Committee for Sydney. A new KPI to measure Sydney's performance in technology and innovation will be adopted in the upcoming Economic Development Strategy 2025-2035, anticipated for adoption in late 2024.

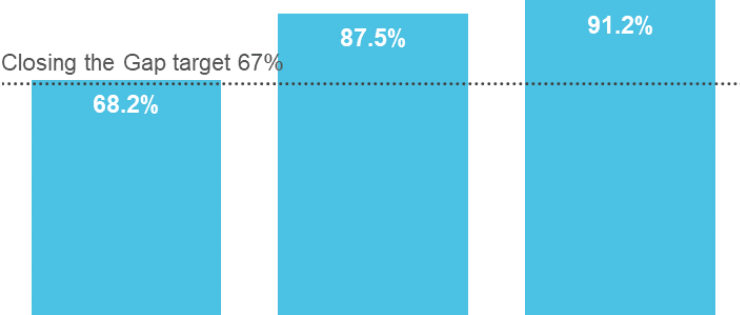
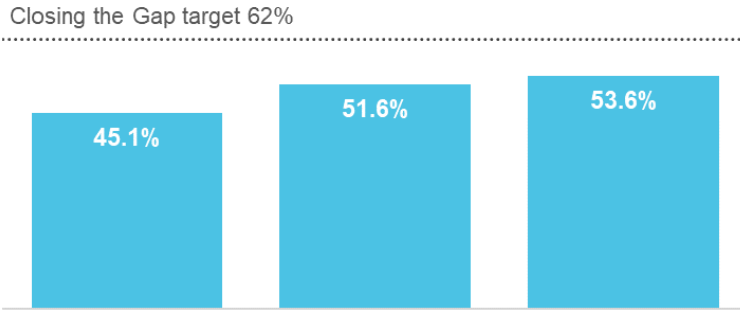


Year	Score
2018	7
2019	7
2020	6
2021	6

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

No measure is currently available for this objective and will be assessed in the next review of the community strategic plan. Through the new Economic Development Strategy 2025-2035 and partnerships with key actors in the sector, such as the Greenhouse Climate Tech Hub, measures that capture the economic opportunity of the green economy transformation will be further explored.

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

Indicator	Comment / Performance								
<p>By 2036, an increased proportion of all jobs to be secure jobs</p> <p>Baseline (2017) 27,015 insecure jobs</p>	<p>The number of secure jobs increased between 2017 and 2022 from 474,690 to 486,049, however the proportion as a total of all jobs decreased over that period from 94.6% to 93.5%.</p> <p>The number and proportion of insecure jobs increased between 2017 and 2022 from 27,015 or 5.4% to 33,790 or 6.5%, largely due to the impacts of Covid-19 on smaller businesses in our area.</p>								
<p>By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15 to 24 years) from the Local Government Area who are in employment, education or training</p> <p>Baseline (2011) 68.2%</p> <p>The National Closing the Gap target is 67%</p> <p>Closing the Gap target 7</p>	<p>The proportion of Aboriginal and Torres Strait Islander youth in employment, education and training has consistently grown since 2011, and now sits at 91.2%.</p>  <table border="1"> <caption>Proportion of Aboriginal and Torres Strait Islander youth in employment, education and training</caption> <thead> <tr> <th>Year</th> <th>Proportion</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>68.2%</td> </tr> <tr> <td>2016</td> <td>87.5%</td> </tr> <tr> <td>2022</td> <td>91.2%</td> </tr> </tbody> </table>	Year	Proportion	2011	68.2%	2016	87.5%	2022	91.2%
Year	Proportion								
2011	68.2%								
2016	87.5%								
2022	91.2%								
<p>By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 from the Local Government Area who are employed</p> <p>Baseline (2011) 45.1%</p> <p>The National Closing the Gap target is 62%</p> <p>Closing the Gap target 8</p>	<p>The proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed has grown consistently since 2011, and now sits at 53.6%.</p>  <table border="1"> <caption>Proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed</caption> <thead> <tr> <th>Year</th> <th>Proportion</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>45.1%</td> </tr> <tr> <td>2016</td> <td>51.6%</td> </tr> <tr> <td>2022</td> <td>53.6%</td> </tr> </tbody> </table>	Year	Proportion	2011	45.1%	2016	51.6%	2022	53.6%
Year	Proportion								
2011	45.1%								
2016	51.6%								
2022	53.6%								

Objective 9.4 Creativity and great experiences fuel the vitality of the city

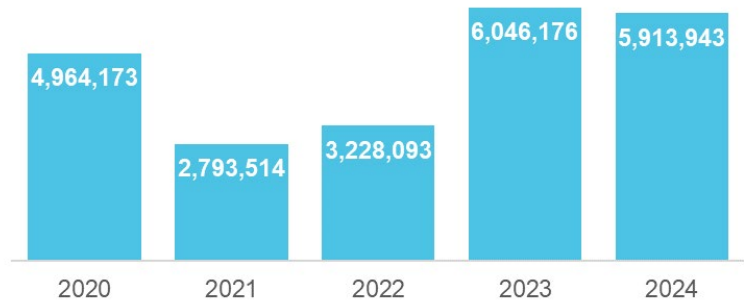
Indicator	Comment / Performance
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Visitors to the city:
 Domestic overnight trips (quarterly total) June 2021: 1,189,000
 International overnight visitors (quarterly total) June 2021: 7,993*
 International average no. of nights (quarterly average) June 2021: 7.1

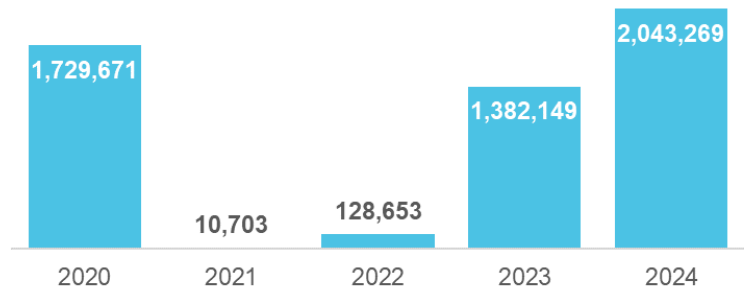
The number of visitors to our city was impacted by Covid-19 and restrictions on travel. The number of visitors to our city has since recovered.
 In 2023/24, 2 million international visitors stayed an average of 14 nights in the city.

*The June quarter 2021 data (7,993) reported in the community strategic plan has been revised to 10,703 in the chart as updated data has become available

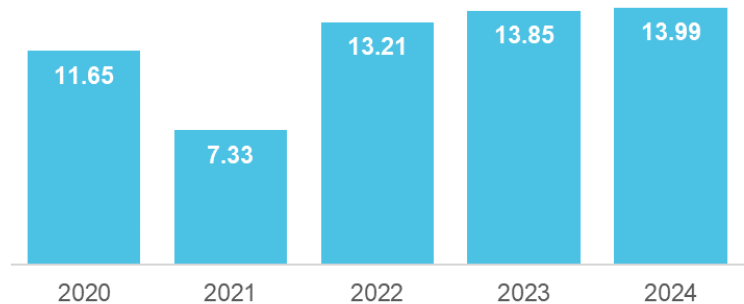
Domestic visitor overnight trips



International overnight visitors



International visitor average number of nights



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

Indicator	Comment / Performance
Number of business establishments employing workers in the city economy Baseline (2017) 23,511 business establishments	Covid-19 had a significant impact on small businesses in the city, with many unable to survive. The number of business establishments employing workers in the city economy decreased from 23,511 in 2017 to 21,618 in 2022. The 2022 data reflects the following changes since 2017: <ul style="list-style-type: none"> - 9,044 no longer operating - 7,151 new business - 14,467 ongoing businesses.

Future challenges

The new economic development strategy aims to reinforce Sydney’s historic economic strengths while focusing on 4 key underlying vulnerabilities that pose a challenge to the economies ongoing sustainability.

The 4 underlying vulnerabilities the strategy seeks to address are as follows:

- Climate change threatens key sectors like tourism but also presents an economic opportunity if Sydney positions itself as a global hub for net zero innovation.
- Rising inequality, and particularly affordability issues, have the potential to stifle our economy and erode our society’s sense of fairness and opportunity.
- Slowing productivity and an uncoordinated approach to innovation are leading to lower commercialisation and impacting Sydney's attractiveness to talent
- Economic headwinds, cost of living and broader uncertainty are changing how our city is used post-pandemic, presenting challenges in the transition.

Strategic Direction 10 – Housing for all

2050 Outcome:

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

Sydney remains Australia's least affordable city. The high cost of housing is an important economic and social risk, particularly within the City of Sydney local government area where housing prices are amongst the highest in Australia.

We continue to use every lever available to maximise the amount of affordable and diverse housing in our local area including through planning mechanisms such as developer contributions and planning agreements, selling discounted land to community housing providers, and through grants from our Affordable and Diverse Housing Fund.

Sydney's first dedicated affordable housing project for transgender women will be established in Darlinghurst following the sale of properties previously owned by the City of Sydney at a significant discount. Another site will provide much needed housing for women after the B Miles Women's Foundation purchased it from the City of Sydney at a discount.

The number of community housing providers who will receive developer contributions to build affordable housing in the city has increased this year. Now Bridge Housing and St George Community Housing will join City West Housing in becoming valuable delivery partners working with us to increase the supply of affordable housing.

Planning levers to retain low-cost housing options in the city have been designed to prevent the loss of boarding houses and older apartment buildings. If approved, they will complement our other efforts to ensure the supply of housing is inclusive.

Advocacy for the rights of renters, and the need for affordable and appropriate housing for lower income households has continued to be a focus of ours. This has included representations to the state and federal governments on issues of importance to the goal of ensuring everyone has access to safe, secure and affordable housing that meets their needs in the city.

We also continue to advocate with state and national government to increase investment towards housing models that best support those experiencing homelessness; including transitional, crisis and supported housing models such as Common Ground.

Highlights

- We developed changes to the Sydney Local Environmental Plan 2012 to support build-to-rent and co-living housing in Central Sydney and contribute to greater housing diversity and help address the current housing supply shortage. These changes were publicly exhibited in 2024.
- The City of Sydney's affordable housing levy came into effect across the local area in July 2021. The scheme is expected to create 1,950 more affordable dwellings. This will add to the 1,464 affordable rental housing units in the local area at July 2024. Planning proposals for NSW Land and Housing Corporation sites at Cowper Street in Glebe, Elizabeth Street in Redfern and Waterloo Estate (south) will increase social and affordable housing.
- The Affordable Housing Levy for Ultimo-Pyrmont was increased to match the same level as for the rest of the local area.
- Planning controls for the Botany Road corridor were changes to incentivise affordable housing with additional height and floor space.

- On 1 July 2024 the City of Sydney’s new Affordable Housing Contributions Distribution Plan came into effect and this will support delivery of the Affordable Housing Program by providing funding support to three community housing providers to increase the supply of affordable housing.
- The redevelopment of the Waterloo South public housing estate will include significant provisions for Aboriginal housing. The announcement by the NSW Government that it has selected Stockland, Link Wentworth Housing, City West Housing and Birribee Housing as the preferred partners to deliver the first stage of the Waterloo renewal project, will see an Aboriginal provider (Birribee Housing) significantly increase their footprint in the area.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

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

Indicator	Comment / Performance																						
<p>Progress will be measured by street counts and the number of people in crisis accommodation on those nights</p>	<p>The street count is conducted annually. At the time of the 2024 street count, in addition to 280 people sleeping rough, 392 people were staying in crisis accommodation in the local government area.</p> <div style="text-align: center;"> <p>People sleeping rough in the city area</p> <table border="1"> <caption>People sleeping rough in the city area</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>334</td> </tr> <tr> <td>2021</td> <td>272</td> </tr> <tr> <td>2022</td> <td>225</td> </tr> <tr> <td>2023</td> <td>277</td> </tr> <tr> <td>2024</td> <td>280</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;"> <p>People in crisis accommodation</p> <table border="1"> <caption>People in crisis accommodation</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>288</td> </tr> <tr> <td>2022</td> <td>269</td> </tr> <tr> <td>2023</td> <td>299</td> </tr> <tr> <td>2024</td> <td>392</td> </tr> </tbody> </table> </div>	Year	Count	2020	334	2021	272	2022	225	2023	277	2024	280	Year	Count	2021	288	2022	269	2023	299	2024	392
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Year	Count																						
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2022	269																						
2023	299																						
2024	392																						

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

Indicator	Comment / Performance
<p>7.5% of private dwellings are to be social housing</p> <p>As at June 30, 2021 there were 9,705 social housing dwellings, representing 8% of private dwellings</p> <p>City of Sydney housing audit</p>	<p>As at June 2024, in the local area there were an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings.</p> <p>It is noted that the redevelopment of several public housing estates in the area is expected to result in a short to medium term reduction in the number of available dwellings. Once completed there will be an increase in the number of social housing dwellings.</p> <p>The NSW government (Homes NSW) and community housing sector manage the social housing portfolio in the City of Sydney local area.</p>

Social housing in the LGA

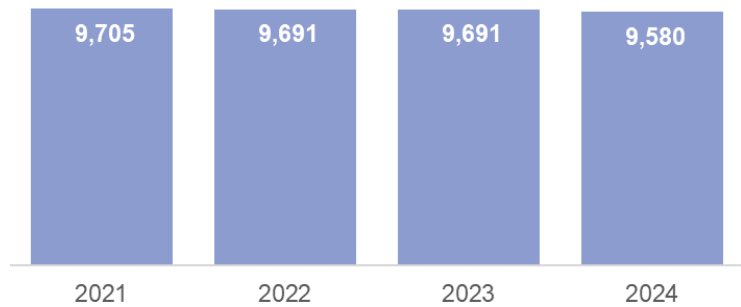
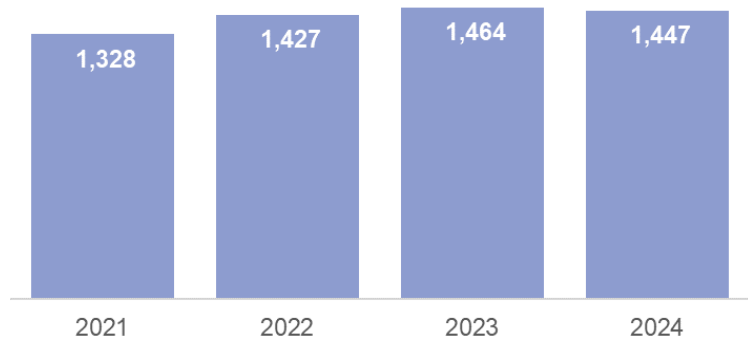


Image 8. Skyline from Potts Point. Photo by Abril Felman / City of Sydney


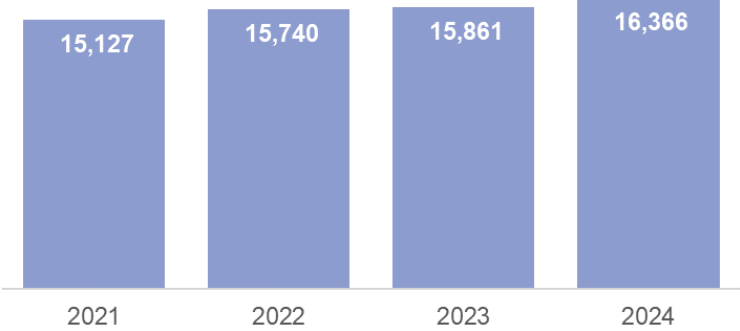
Objective 10.3 An increased supply of affordable housing supports diverse communities and the economy

Indicator	Comment / Performance
<p>7.5% of private dwellings are to be affordable housing</p> <p>As at June 30, 2021 there were 1,328 affordable housing dwellings, representing 1.1% of private dwellings</p> <p>City of Sydney housing audit</p>	<p>As at June 2024, in the local area there were:</p> <ul style="list-style-type: none"> - 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings - 556 affordable and diverse dwellings in the development pipeline; and - a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage. <p>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.</p> <p>If considered all together, the built, pipeline, expected and projected affordable housing dwellings will equal 5,273 affordable rental dwellings and affordable diverse dwellings to 2036. This equates to 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036.</p>

Affordable housing in the LGA



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

Indicator	Comment / Performance																				
<p>By 2036 there will be 156,000 private dwellings and 17,500 non-private dwellings</p> <p>As at June 30, 2021 there were 121,725 private dwellings and 15,127 non-private dwellings (boarding houses, student accommodation, residential aged care services)</p> <p>City of Sydney housing audit</p>	<p>As at June 2024, in the local area there were:</p> <ul style="list-style-type: none"> – 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024; and – 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036. <p>Private dwellings in the LGA</p>  <table border="1"> <caption>Private dwellings in the LGA</caption> <thead> <tr> <th>Year</th> <th>Number of Dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>121,725</td> </tr> <tr> <td>2022</td> <td>122,444</td> </tr> <tr> <td>2023</td> <td>122,723</td> </tr> <tr> <td>2024</td> <td>124,010</td> </tr> </tbody> </table> <p>Non private dwellings in the LGA</p>  <table border="1"> <caption>Non private dwellings in the LGA</caption> <thead> <tr> <th>Year</th> <th>Number of Dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>15,127</td> </tr> <tr> <td>2022</td> <td>15,740</td> </tr> <tr> <td>2023</td> <td>15,861</td> </tr> <tr> <td>2024</td> <td>16,366</td> </tr> </tbody> </table>	Year	Number of Dwellings	2021	121,725	2022	122,444	2023	122,723	2024	124,010	Year	Number of Dwellings	2021	15,127	2022	15,740	2023	15,861	2024	16,366
Year	Number of Dwellings																				
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Objective 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Indicator	Comment / Performance
<p>Data to measure progress will be sought annually from Community and Social Housing providers and documented in the City of Sydney housing audit. This will be corroborated with five-yearly data from the ABS Census</p>	<p>From July 2025, the 3 community housing providers (City West Housing, Bridge Housing and St George Community Housing) who receive developer contributions will be required to report on the number and proportion of Aboriginal households living in affordable housing annually. It is acknowledged that this will provide limited insight into the overall supply of social and affordable housing for Aboriginal and Torres Strait Islander people as the majority live in housing provided by other organisations.</p> <p>At the time of the 2021 Census, there were 1,845 households with Aboriginal and/or Torres Strait islander persons residing.</p>

Future challenges

There continues to be an increase in the number of people sleeping rough in our city who are non-residents of Australia and, therefore ineligible for housing supports. There has also been a measurable increase over the past 3 years in the number of people sleeping rough with complex mental health presentations. This makes it challenging for them to secure and maintain tenancies or access appropriate health supports. There are currently insufficient resources available to support people in these circumstances to access housing pathways or maintain tenancies.

The increasing shocks and stresses arising from climate change, including an increase in the number of days where temperatures are a risk to human health, have a significant impact on people sleeping rough in our city, many of whom have complex underlying health conditions.

The national housing accord sets ambitious housing targets for each state to deliver between 2024 and 2029. The NSW Government set the City a housing target of 18,900 dwellings to be completed by 2029. However, the residential development sector continues to face challenges in deliver supply from a 35 to 40 per cent increase in materials and labour costs, shortages of skilled labour, tougher financing hurdles after the Banking Royal Commission, steep interest rate rises, and a record number of insolvencies in the building industry.

Many of the challenges faced by the residential development sector are also faced by community housing providers developing new affordable housing. Reduced residential activity also results in a reduction in housing levies which are an important funding stream for community housing providers engaged in development.

A lack of long term, secure and genuinely affordable housing options has social, cultural environmental and economic implications for the City. Coordination across 3 levels of government is required to achieve meaningful improvements in this area.

Financial performance

Since the amalgamation of the (former) South Sydney City Council, parts of Leichhardt City Council and the City of Sydney in 2004, we have delivered consistently strong operating performance results, which have enabled the City of Sydney to accumulate significant cash reserves, and to internally fund its capital works program. Our closing cash and equivalent investments balance at 2023/24 was \$766.3 million.

The City of Sydney entered the 2024/25 financial year in a strong financial position due to more than a decade of stable progressive government, professional corporate administration, a policy commitment to prudent financial management, and strategically sound investments.

We have long sustained a strong liquidity position, along with diversity in significant alternative income streams to supplement a substantial rating base.

We plan to maintain our financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

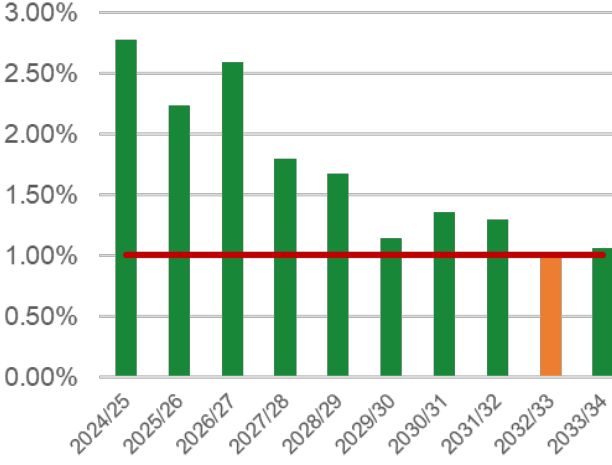
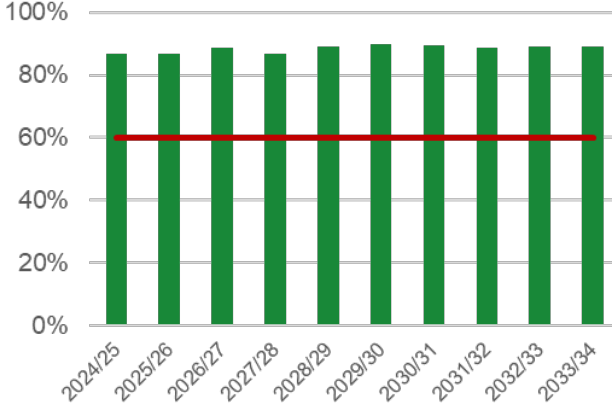
Key principles employed in the financial planning and modelling process include:

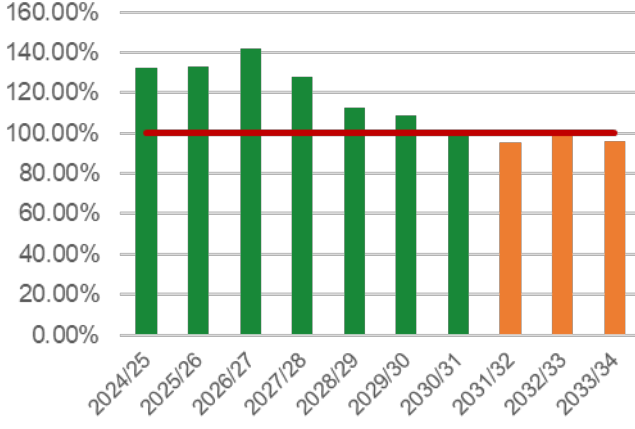
- Financial sustainability
- Maintaining diversity of income sources
- Generating significant operating surpluses
- Maintaining tight control over expenditure and staff numbers
- Delivering best value services, facilities, and infrastructure
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions
- Prudent financial investment
- Considering appropriate use of debt, internal borrowing and private financing arrangements

The Long Term Financial Plan continues our commitment to maintain tight control over our financial position and performance, an achievement that has been continually demonstrated through strong operating results. The funds generated from operations are used to commence new initiatives and programs, and to fund delivery of our extensive capital program. However, the suitability of utilising debt and/or private financing will be considered, for appropriate initiatives and projects

The City of Sydney's forecast performance in respect of the mandated Office of Local Government Performance measures over the next 10 years is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset renewal requirements (per the Asset Management Plan).

The graphs plot the annual performance for each ratio shown – while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Indicator	Comment / Performance
<p data-bbox="167 360 539 387">Operating performance ratio</p>  <p data-bbox="193 913 798 1048"> $\frac{\text{Operating revenue (excluding capital grants and contributions) less operating expenses}}{\text{Operating revenue (excluding capital grants and contributions)}}$ </p>	<p data-bbox="834 360 1404 454">Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.</p> <p data-bbox="834 479 1430 645">2024/25, 2028/29 and 2032/33 are all election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.</p>
<p data-bbox="167 1088 443 1115">Own source revenue</p>  <p data-bbox="177 1585 798 1736"> $\frac{\text{Total continuing operating revenue (excluding all grants and contributions)}}{\text{Total operating revenue (including all capital grants and contributions)}}$ </p>	<p data-bbox="834 1088 1430 1220">The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue.</p> <p data-bbox="834 1245 1404 1619">As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumed continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.</p>

Indicator	Comment / Performance																						
Building and infrastructure asset renewal ratio  <table border="1" data-bbox="183 302 821 728"> <caption>Actual asset renewals</caption> <thead> <tr> <th>Year</th> <th>Ratio (%)</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>132.00%</td></tr> <tr><td>2025/26</td><td>132.00%</td></tr> <tr><td>2026/27</td><td>140.00%</td></tr> <tr><td>2027/28</td><td>125.00%</td></tr> <tr><td>2028/29</td><td>110.00%</td></tr> <tr><td>2029/30</td><td>105.00%</td></tr> <tr><td>2030/31</td><td>100.00%</td></tr> <tr><td>2031/32</td><td>95.00%</td></tr> <tr><td>2032/33</td><td>98.00%</td></tr> <tr><td>2033/34</td><td>95.00%</td></tr> </tbody> </table> Actual asset renewals Required renewal of building and infrastructure assets	Year	Ratio (%)	2024/25	132.00%	2025/26	132.00%	2026/27	140.00%	2027/28	125.00%	2028/29	110.00%	2029/30	105.00%	2030/31	100.00%	2031/32	95.00%	2032/33	98.00%	2033/34	95.00%	<p>Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation.</p> <p>Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.</p>
Year	Ratio (%)																						
2024/25	132.00%																						
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Next steps

In 2025 we will produce the next version of our environmental, cultural and economic strategies based on the latest research and community engagement responses.

Following the midpoint review of our social sustainability policy, a city for all, we will continue to deliver infrastructure and projects to support an inclusive, connected, liveable and engaged city.

We will also review the local strategic planning statement that will establish long term planning priorities and actions. The review is planned to be undertaken once the NSW Government releases updated Region and District Plans. We will continue to use all available levers to support an increase in the supply of affordable housing including developer contributions, other planning levers, discounted land sales and grants.

We are reviewing the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 in line with the requirements of the Local Government Act covering Integrated Planning and Reporting.

We are reviewing recent surveys, research assessments and community engagement activities supporting the development of other City of Sydney strategies and any recent changes in legislation and impacts from other government agencies and key stakeholders. This body of work will be reflected in the next version of our community strategic plan due to be presented to council in mid-2025 together with a new delivery program and supporting resourcing strategies and financial estimates.



Attachment E

**Annual Report 2023/24
Inclusion (Disability) Action Plan 2021-25**



Inclusion (Disability) Action Plan

Annual Report
2023/24

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

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

Contents

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Key achievements	6
Direction 1: Positive community attitudes and behaviours	11
Direction 2: Liveable communities	18
Direction 3: Meaningful employment	30
Direction 4: Equitable access to mainstream services	33

Why we're doing this

The City of Sydney has an ongoing commitment to making Sydney truly inclusive and welcoming. This commitment is embodied in our [inclusion \(disability\) action plan](#).

The plan aligns with our long-term vision of an inclusive city and includes 29 actions designed to actively address barriers faced by people with disability. These actions build on the success of previous plans, and harness new and emerging opportunities.

We developed the plan through extensive consultation with people with disability and/or caring responsibilities, local disability service providers, peak disability representatives, advocacy organisations and members of our [Inclusion \(Disability\) Advisory Panel](#).

Plan governance

Our inclusion (disability) action plan is a living document designed to be flexible in how outcomes can be achieved over time. This allows us to adapt our implementation approaches to changing contexts such as legislation and new technology.

Each year relevant business unit managers review the draft implementation plan and confirm resources are available for work to be carried out in the forthcoming year.

Relevant business units are required to report on the progress of implementing the actions as part of the business planning process, at regular intervals each year.

Working groups meet twice a year to report on progress and share challenges and opportunities around actions.

Our social policy officer – access and inclusion is responsible for overseeing the implementation of the plan, coordinating the working groups and collating progress reports, including annual reports.

The purpose of this report

This annual report details progress made during the 2023/24 financial year on the scheduled actions identified in A City for All: Inclusion (Disability) Action Plan 2021–2025.

The report includes commentary on the progress of ongoing and new actions. Where actions are not yet scheduled to begin, this is noted. The report details progress and outcomes achieved in each action area, with measures of performance where applicable. Case studies highlight key achievements from the past year.

The development of the annual report is overseen by our Inclusion (Disability) Advisory Panel, which plays a vital role in monitoring the implementation of the plan.

This report is published with our annual report under the integrated planning and reporting framework.

In line with requirements of the NSW *Disability Inclusion Act 2014*, a copy of this report is also made available to the Minister for Families and Communities and Minister for Disability Inclusion, and the Disability Council of NSW.

Inclusion (Disability) Advisory Panel



Charles Hung



Daniel McDonald



Dwayne Fernandes



Giancarlo de Vera



George Saliba



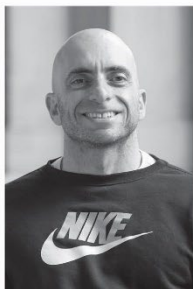
Matthew Hall



Mim Smith



Nanushka TamTam



Paul Nunnari



Sharon Xabregas



Stephen Adei

Photo: Inclusion (disability advisory panel members. (Not pictured: Dr Annmaree Watharow)

Our Inclusion (Disability) Advisory Panel provides strategic, expert, and impartial advice to our organisation on the development, implementation and review of our policies, strategies and plans to advance the inclusion of people with disability. The current panel consists of 12 members:

- Dr Annmaree Watharow
- Charles Hung
- Daniel McDonald
- Dwayne Fernandes
- Giancarlo de Vera
- George Saliba
- Mathew Hall
- Mim Smith
- Nanushka TamTam
- Paul Nunnari
- Sharon Xabregas
- Stephen Adei

More information about the panel is available on the [City of Sydney website](#).

Key achievements

In the past year we've continued to complete priority actions identified by our communities that advance the inclusion of people with disability.

A key focus has been to continue to integrate accessible and inclusive programming into the everyday. This includes our community centres, libraries, recreation centres and other City of Sydney spaces, through arts and cultural programs and across our grants and sponsorship program.

Building an inclusive workplace that welcomes and thrives on diversity has been a priority, along with challenging stereotypes and promoting positive images of people with lived experience of disability. Included below are some key highlights and key achievements.

Positive community attitudes and behaviours



Eliza Hull feat. Roya the Destroya – Sydney Festival. Photograph by Victor Frankowski

Creative inclusion: supporting creatives in inclusive performance to promote positive community attitudes and behaviours

We proudly sponsored Sydney Festival 2024, which presented 148 events seen by almost half a million people. A total of 148 performances were produced with 62 accessible performances that offered increased accessibility including Auslan interpretation, captions, audio descriptions, tactile and relaxed presentations.

The festival guide was made available in braille, audio CD, MP3 and large print formats. The website included accessibility filters to let people identify and access performances with specific formats and accessibility options. The calendar of events included an access toggle with screen reader, text size, contrast controls and other access options. Multiple changes were made to ensure all our communities could access performances. This included:

- comprehensive training for all ticketing, volunteer and front-of-house staff
- ensuring better support for patrons with disability

- supporting the Hidden Disabilities Sunflower program for people with non-visible disabilities
- providing 76 financially accessible programs and events.

Through these accessibility initiatives, Sydney Festival excelled in increasing visibility and understanding of the city's rich history, stories and character through its diverse, inclusive and creative projects.

The festival presented a vibrant and varied program that resonated with a wide array of cultural backgrounds and interests fostering an inclusive sense of community and engagement. Our support for the festival is in line with our new cultural strategy 2025–2035 – supporting creative grant applicants that maximise accessibility and inclusion, while promoting a diverse creative workforce.

Liveable communities



Good access is good for business breakfast. Photographer: Kirsten Woodward

Good access is good for business – International Day of People with Disability Breakfast

We hosted a business breakfast for more than 70 businesses on 30 November 2023 at Sydney Town Hall. The event highlighted the clear business case for access and inclusion – by creating a better experience for customers and employees, while improving the diversity, inclusion and profitability of businesses.

Manisha Amin, CEO of the Centre for Inclusive Design hosted the event, and Emeritus Professor Rosalind Croucher, Australian Human Rights Commission president outlined the business case for access and inclusion.

We heard about the growing evidence that good access is good for business. In fact, research from Monash University shows that for every dollar that businesses spend on better access, there is a \$13 return on investment.

More than 4.4 million or one in 6 Australians experience disability. Businesses that make it easier to buy products and services by improving access and inclusion have been found to have twice as much selling power.

A lively panel discussion of shared lived experience of disability took place, raising awareness and understanding of disability. We introduced Zero Barriers, who shared simple actions that businesses can take to improve customer service, the physical environment and approaches to communication to be more welcoming of people with disability.

As at July 2023, 47 of 201 engaged businesses in the City of Sydney area have completed the Zero Barriers self-assessment. Of the 47 businesses, 35 have been accredited as Zero Barriers businesses.

The key takeaway for businesses was that you can become a Zero Barriers business in 3 easy steps:

1. Self-assess your premises and business operations.
2. Get simple, cost-effective solutions from the Zero Barriers accessibility tip sheet. A Zero Barriers officer will supply a tip sheet following your self-assessment and help you on your journey.
3. Once you have made changes, you'll be recognised as a Zero Barriers business. Receive and display a member logo and be included in the business directory to open your business up to a whole new audience.

“Accessible and inclusive isn't all about infrastructure improvements and visible changes – it is about the perceptions and mindsets. The goal will be to broaden the understanding and awareness of more accessible workplaces for our team members and places for our customers.”

– Breakfast attendee

Meaningful employment



Representatives from the City of Sydney's employee networks outside Sydney Town Hall with CEO Monica Barone, celebrating the Local Government NSW award for employee networks. Photographer: Chris Southwood

Local Government awards – winner of organisational diversity and inclusion award for employee network groups

The NSW Local Government Excellence Awards acknowledge exceptional accomplishments in local government across NSW. The awards celebrate the success and milestones of industry leaders and emerging talents.

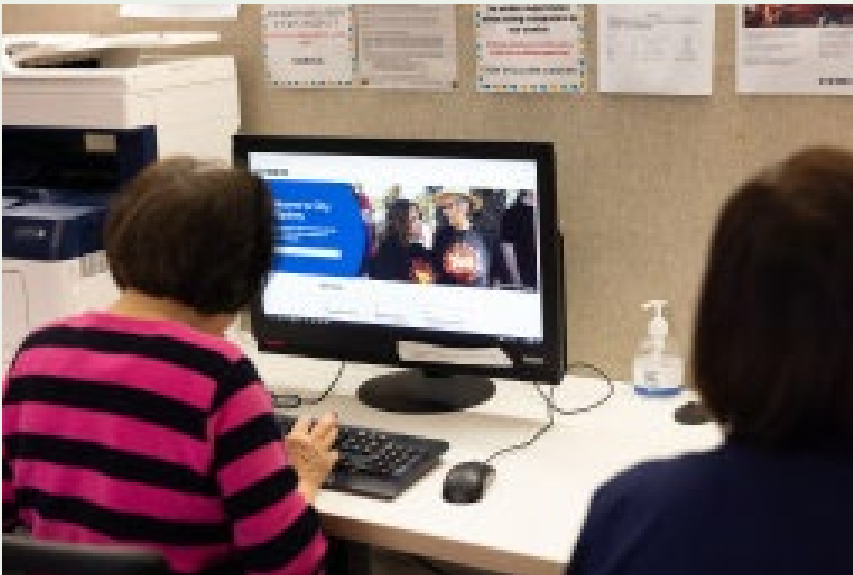
The organisational diversity and inclusion award recognises organisations who meaningfully support diversity and inclusion and foster a sense of belonging for everyone through internal processes and practices. The award recognises councils that demonstrate understanding and respect for their communities and embrace the rich dimensions of diversity contained within everyone.

The City of Sydney's submission for the organisational diversity and inclusion award highlighted our:

- events celebrating diverse cultures and targeted campaigns raising awareness of barriers and challenges impacting employees from diverse backgrounds
- work to build a more inclusive workplace culture, as evidenced by the results of the Diversity Council Australia's inclusive employer index survey
- enhanced employee engagement, reflected in the significant growth of network membership across all employee network groups, including increased participation in working groups progressing diversity and inclusion initiatives.

The awards shone a spotlight on excellence in various areas of councils, including leadership, environment, diversity and inclusion, community, operational performance, partnerships, collaboration and more.

Equitable access to mainstream services



Kings Cross Library patron with a disability using a new computer. Photographer: Abril Felman

New devices with better accessibility providing equitable access online for all

Our residents now have increased and improved access to the latest technology using new desktop computers and wifi enabled laptops in our libraries, community centres, early education and outside school hours care centres.

There are more than 300 devices available at Green Square, Darling Square, Customs House, Newtown, Glebe, Surry Hills and Kings Cross libraries. Our network of computers now has increased web filtering and child-friendly software.

Library members and visitors can print, scan and photocopy in colour or black and white in 9 library branches and 5 of our community centres. All users can access scan to email or USB functionality free of charge.

Our public computers and laptops remain free for library members for up to 3 hours in our library branches and for visitors to our community centres. Friendly team members are available to assist people to access the new technology.

This relates to action 29 in our current inclusion (disability) action plan, which aims to provide a range of accessible hardware and software to increase the accessibility of our public access computers.

Accessibility features of the new technology include:

- increased printing capabilities
- screen readers and magnifiers
- large print keyboards and trackballs
- the ability to change language settings.

Direction 1: Positive community attitudes and behaviours

Harmony and social inclusion

Objectives	Actions	Timing	2023/24 status and progress update	Measures
<p>City of Sydney employees are disability aware and confident and have access to specialists training and development opportunities to deliver inclusive built environments and ensure our communications and services are accessible and inclusive of people with disability. Employees will have the skills to meet requirements under the Commonwealth Disability Discrimination Act 1992 and the NSW Disability Inclusion Act 2014 and deliver services that consider inclusion, not just compliance.</p>	<p>1. Continue to implement a program of disability inclusion training for City of Sydney employees.</p>	<p>Ongoing</p>	<p>In 2023/24 the City of Sydney had 2,449 employees and welcomed 461 new employees.</p> <p>Mandatory training</p> <ul style="list-style-type: none"> Inclusion (Disability) Awareness e-learning Diversity and Inclusion Training <p>Specialist disability training</p> <p>City of Sydney employees have a range of specialist disability access and inclusion training, development opportunities and resources available, including:</p> <ul style="list-style-type: none"> Creating Accessible Documents and Web Content Accessibility Guidelines v2.1 Access Standards and accessible buildings, parks, streetscapes and transport 	<p>295 new employees (64% of new employees) completed Inclusion (Disability) Awareness Training. (27% decrease from 2022/23)</p> <p>411 new employees (89% of new employees) completed Diversity and Inclusion Training. (3% increase from 2022/23)</p> <p>185 employees completed specialist disability training.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> implementation strategies for inclusion of children with disability. <p>More than 100 of our employees, mostly working in events and programs, attended online inclusive and accessible events training led by Paul Nunnari, a member of our Inclusion (Disability) Advisory Panel. This was based on our inclusive and accessible event guidelines.</p> <p>Aquatic centre staff training</p> <p>Belgravia Leisure employees must complete the mandatory You Me Us disability awareness and inclusion training.</p> <p>Mental health training</p> <p>We continued to offer mental health training to support employees managing their own work and life demands in a way that support their mental wellbeing and that of others.</p> <p>Employees completed the mental health training that is relevant for their role.</p>	<p>55 employees completed Belgravia Leisure’s You Me Us training.</p> <p>119 employees received Mental Health eLearning relevant for their role.</p> <p>17% of employees who were assigned mental health training courses completed them.</p> <p>355 of our employees completed the following mental health courses:</p> <ul style="list-style-type: none"> WHS Mental health first aid – 35 employees Managing mental health risks at work – 222 employees Mental health coordinating Council – recovery language guide – 6 employees Workers with mental health illness – A practical guide for managers – 10 employees Approaching an employee you’re concerned about – 82 employees

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<p>Aquatic centre staff mental health training</p> <p>Belgravia Leisure’s 2-hour Mental Health eLearning program was completed by the regional leadership team, centre managers and assistant centre managers.</p>	
<p>Positive community attitudes towards people with disability and mental health conditions are enhanced through City of Sydney programs that foster greater awareness, understanding and respect.</p>	<p>2. Continue to provide community programming aimed at fostering positive community attitudes towards people with disability, including people with less visible disabilities and people with mental health conditions.</p>	<p>Ongoing</p>	<p>We continue to produce a range of programming aimed at fostering positive community attitudes toward people with disability, including people with less visible disabilities and people living with a mental health condition.</p> <p>In 2023/24 we presented and supported the following inclusive library, recreation, cultural and community programs and events:</p> <ul style="list-style-type: none"> • 5 short videos produced with members of our youth civic participation program featuring young people interviewed by Scope Australia (previously Disability Services Australia). The videos posted to Instagram and TikTok received more than 76,000 views on Instagram in one month alone. • 18 Auslan and English storytime sessions to support early literacy in the Deaf community. • 11 Auslan interpreted in-person talks and workshops, and 15 hybrid talks. Topics included People and Places of Darlinghurst, Let’s talk about this Deaf life, Artist conversations, and Decoding our Minds: Mental Health in a changing world. 	<p>342 (9% down from 378) inclusive and accessible events and programs produced.</p> <p>433 people responded to a survey about Auslan programs.</p> <p>94% of survey respondents said the “programs where Auslan captioning was provided agreed the program was accessible and inclusive”.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • A sensory space at the Celebrate Town Hall open day. • One workshop exploring mental health among young people was held during Youth Week. • Audio descriptions for Australian Life and Little Sydney Lives photography exhibitions, Sydney New Year's Eve fireworks and Sydney Lunar Festival Lunar Lanterns. • Funded creative projects, produced more than 1,333 accessible events and activities, including 128 artists with disability and 38 people with disability participating in creative activities. Highlights include Sydney Festival presenting 8 artists with disability and Sydney Fringe presenting 80 artists with disability. 	
			<p>Our community centres hosted several events and programs for R U OK Day, including a meditation sound bath and morning tea at Juanita Nielsen Community Centre, community morning teas and mental health talks at Cliff Noble Community Centre and St Helen's Community Centre, crochet and tai chi at Maybanke Centre and 'Don't Dodge the Conversation' dodgeball at King George V Recreation Centre. We produced 12 programs and events to celebrate International Day of People with Disability. The program was supported by a social media campaign promoting positive attitudes towards people with disability including</p>	<p>12 programs and events presented for International Day of People with Disability.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<p>people with less visible disabilities. Events included:</p> <ul style="list-style-type: none"> • 6 events at community centres, including a free sports participation day at King George V Recreation Centre and talks featuring participants with lived experience of disability across 5 community centres. • Morning tea with ‘Focus on Ability’ film screenings at Juanita Nielsen Community Centre, Ron Williams Community Centre, and Redfern and St Helen’s community centres. • 75 people attended the Activate Inclusion Sports Day (Youth and Children) and Adults Unleashed Adults Posts Day at Perry Park Recreation Centre in collaboration with Disability Sports Australia and Variety. • 70 business representatives attended a business breakfast that raised awareness of the many benefits of improving access and inclusion to enhance business. • 105 of our employees attended an event to raise awareness about non-visible or ‘invisible’ disabilities, that included a panel discussion of speakers with diverse lived experience with non-visible disabilities. 	<p>94% of survey respondents who attended 4 or more International Day of People with Disability events reported an “increased understanding and awareness of the importance of social inclusion”.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • Our aquatic centres continue to offer programs that look to improve inclusivity and participation for people with disability, including people with less visible disabilities and people with mental health conditions through: <ul style="list-style-type: none"> • The Take Charge program which supported 1,205 participants with disability, chronic illness and/or injuries through a 60-day mental health and fitness program. • A specialised training video, developed with Autism Spectrum Australia and provided to swim instructors to improve inclusivity in swimming lessons. • Cook + Phillip Park Pool implemented an awareness program by sharing the story of Karen, an employee with disability, across media channels during the International Day of People with Disability program. • Our grants and sponsorship program approved 20 projects, valued at \$372,178 that enhance access and inclusion for people with disability, from events and festivals to community development and business innovation. 	<p>20 projects (up from 18 in 2022-23) funded through grants and sponsorships programs, totalling \$372,178:</p> <ul style="list-style-type: none"> • \$348,725 cash • \$23,453 in-kind support

Objectives	Actions	Timing	2023/24 status and progress update	Measures
<p>Positive community attitudes towards people with disability and mental health conditions are promoted through the City's digital and print platforms.</p>	<p>3. Increase the usage of images of people with disability across City publications, digital platforms and media channels.</p>	<p>Ongoing</p>	<p>Our digital image library contains 227 images tagged 'disability'.</p> <p>Five short videos featuring young people interviewed by Scope Australia (previously Disability Services Australia) to debunk myths associated with disability. The videos were posted on Instagram and TikTok receiving more than 76,000 views on Instagram in one month alone.</p>	<p>An additional 39 images (20% increase on 180 from 2022/23) of people with disability catalogued for use in the image library.</p> <p>5 videos debunking myths around disability received 76,000 views on Instagram in one month.</p>

Direction 2: Liveable communities

Accessible places and spaces

Objectives	Actions	Timing	2023/24 status and progress update	Measures
Streets, parks, footpaths and open spaces in the City of Sydney area are accessible. The design, maintenance and management of infrastructure and places enables people with disability to travel through the City with dignity and independence.	4. Continue to improve the accessibility of streets, footpaths, parks and open places through renewal programs, upgrades and new capital projects in compliance with the Inclusive and Accessible Public Domain Policy and Guidelines.	Ongoing	<p>Pedestrian access</p> <p>We invested \$17.8 million to upgrade footpath treatments and widenings, upgrade or install kerb ramps, pedestrian and traffic calming measures, raised crossings.</p> <p>A kerb ramp audit of the local area is planned for completion in 2024/25.</p>	<p>18,312 metres² of footpath upgraded or installed. (233% increase from 7,832 metres in 2022/23)</p> <p>75 upgrades or new kerb ramps were completed.</p> <p>16 pedestrian access and traffic calming measures.</p>
	5. Improve access to information about City of Sydney facilities and open spaces to assist people with	Ongoing	<p>Access at a glance</p> <p>Our community centres, libraries, customer service centres and venues for hire will have their ‘access at a glance’ features published online and in the City of Sydney’s accessibility map. We’ve compiled a list of access features for all parks and playgrounds that align with the NSW Everyone Can Play guidelines. These will also be included in our accessibility map.</p>	<p>Monthly updates are made to our accessibility map.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
	disability including people with Autism.		<p>Access Key Published Access Keys are available for:</p> <ul style="list-style-type: none"> • Gunyama Park Aquatic and Recreation Centre • Prince Alfred Park Pool • Victoria Park Pool • Andrew (Boy) Charlton Pool. <p>The AccessAbility Australia website, where Access Keys are housed, has been viewed 3,666 times.</p> <p>The Gunyama Park Access Key has been viewed 27 times from the City of Sydney website. Options for promoting our Access Keys will begin in 2024/25.</p> <p>Accessibility map There were 4,818 views of our accessibility map in 2023/24. Access map data layers are updated as changes to source data are advised, including mobility parking spaces. Construction hazards on accessible paths are now live on our accessibility map. A new project to enable inclusion of images and access features of parks, sensory quiet spaces and sensory seeking play spaces on the accessibility map will be completed in 2024/25. A link to the accessibility map will be provided on individual park webpages to promote this information.</p>	<p>4,818 views of the accessibility map. (2.6% decrease from 4,946 in 2022/23).</p>
	6. Review the current provision of seating and provide additional rest opportunities on streets and in outdoor spaces, where appropriate.	2021–2024	32 new accessible seats were installed across the City of Sydney area.	32 new seats. (95% decrease from 680 in 2022/23)

Objectives	Actions	Timing	2023/24 status and progress update	Measures
	<p>7. Advocate to other government agencies and landowners to provide additional Adult Change Facilities in the City of Sydney area.</p>	<p>Ongoing</p>	<p>There are 8 accessible adult change facilities in the City of Sydney area:</p> <ul style="list-style-type: none"> • Sydney Opera House • Abraham Mott Community Space, Millers Point • Australian Museum, College Street, Sydney • Sydney Modern (Art Gallery NSW), The Domain • ICC Darling Harbour • NSW Parliament House, Macquarie Street, Sydney • Sydney Football Stadium, Paddington • Gunyama Park Aquatic and Recreation Centre, Zetland <p>Advocacy for inclusion continues with Transport for NSW to explore greater accessibility and inclusion across the network.</p> <p>Sydney Town Hall and Customs House upgrades will include new adult changing facilities.</p> <p>Our accessible adult change facilities located in parks, streetscapes, and public buildings are featured on the City of Sydney website and National Public Toilet Map and their status is currently up to date.</p>	<p>8 Adult change facilities are available in City of Sydney area. (no change from previous year)</p>
	<p>8. Explore opportunities to provide designated quiet spaces, places for sensory seeking and places for respite in City of Sydney facilities and in parks and playgrounds.</p>	<p>Ongoing</p>	<p>Design across the Spectrum guidelines for play spaces will be incorporated into 5 parks, playgrounds or reserves through the parks and playgrounds renewal program. Design principles were developed to inspire more inclusive design within our parks and playgrounds. They encompass a broader spectrum of sensory, cognitive and social disabilities to offer social inclusion opportunities and enhance wellbeing. The parks and playgrounds are:</p> <ul style="list-style-type: none"> • McKee Street Reserve, Ultimo • James Watkinson Reserve, Pyrmont • Douglas Street Playground, Redfern 	<p>5 parks and playgrounds where inclusive design principles were incorporated.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • Woolloomooloo Playground, Woolloomooloo • Arthur Street Reserve Playground, Surry Hills. 	
	<p>9. Provide charging points for personal devices such as phones, electric bikes and mobility scooters in City of Sydney facilities.</p>	<p>2021–2022</p>	<p>Project research has been undertaken and an access consultant engaged to identify best practice. The project will install 3 more charging points as part of a trial beginning in 2024/25 at City of Sydney venues and facilities.</p>	<p>.</p>
	<p>10. Continue to explore and implement strategies to increase access to on-street and off-street accessible parking and drop-off points in the City of Sydney area.</p>	<p>2021–2024</p>	<p>Mobility parking spaces</p> <p>Twenty-one new mobility spaces were installed in 2023/24.</p> <p>We continue to provide information about mobility parking spaces on the City of Sydney website on the mobility parking webpage and the online accessibility map.</p> <p>Advocacy for off-street parking</p> <p>We’re exploring opportunities for advocating to commercial parking operators around accessible off-street parking. The action will be revisited in 2024/25.</p>	<p>21 new mobility parking spaces</p>
<p>Accessible City of Sydney community facilities and venues provide the foundation of inclusive participation.</p>	<p>11. Identify the most appropriate hearing augmentation systems to be used across the City of Sydney’s facilities and venues, where appropriate.</p>	<p>2021–2023</p>	<p>Since the introduction of the Disability (Access to Premises – Buildings) Standards in 2010, new City of Sydney community facilities have been designed to include hearing augmentation. The following community facilities have hearing augmentation installed:</p> <ul style="list-style-type: none"> • Alexandria Town Hall • Darling Square Library • Erskineville Town Hall • Glebe Town Hall • Green Square Library 	<p>15 (29%) of the City of Sydney’s community facilities, aquatic centres, venues and libraries have permanent hearing augmentation installed.</p> <p>All community facilities including libraries have access to portable hearing augmentation systems.</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • Gunyama Park Aquatic and Recreation Centre, Green Square • Harold Park Community Hall, Glebe • Juanita Nielsen Community Centre, Woolloomooloo • Perry Park Recreation Centre, Alexandria • Redfern Town Hall • Surry Hills Function Hall • Surry Hills Library • Sydney Town Hall • Marconi Room, Town Hall House, Sydney • Ultimo Community Centre. <p>Portable hearing augmentation devices are available for use across all community facilities. These support program and event participation for people who are hard of hearing where the use of in-built amplification is not suitable.</p>	
<p>Businesses in the City of Sydney area are more accessible and inclusive to people with disability, parents with prams and older people, as well as their friends and families.</p>	<p>12. Collaborate with local businesses and disability-led organisations to build their capacity to be more inclusive and accessible.</p>	<p>Ongoing</p>	<p>We produced a range of programs to celebrate International Day of People with Disability over 2 weeks in November 2023. We hosted 70 business owners at the 'Good access is good for business' breakfast.</p> <p>The event was central to promoting membership to Zero Barriers, a project that supports businesses to improve access and inclusion to boost business and improve customer diversity.</p> <p>In the City of Sydney area 35 local businesses have become Zero Barriers accredited businesses.</p> <p>In 2023/24 no applications for economic grants were received with a primary or secondary beneficiary of people with disability.</p>	<p>35 businesses accredited by Zero Barriers.</p>

Diverse housing tenures and types

Objectives	Actions	Timing	2023/24 status and progress update	Measures
More housing in the City of Sydney is accessible and adaptable. It will meet the needs of people with disability and support people to age in place.	13. Through the implementation of the City's Housing for All Strategy investigate opportunities in the planning controls to increase the amount and improve the standard of housing that is universally designed.	Ongoing	<p>In December 2023 we proposed planning controls to Council that will increase the amount of universally designed housing and family friendly apartments in new apartment developments. The draft planning controls require housing to achieve 100% silver and 15% platinum liveable housing guidelines. They will be placed on exhibition for public comment before the end of 2024.</p> <p>Our planning controls are regularly reviewed to ensure they facilitate efficient housing delivery, promote housing diversity and do not create barriers to the delivery of housing. We also deliver affordable housing through our planning controls, our affordable and diverse housing fund and by selling land below cost to community housing providers.</p>	The draft planning controls require housing to achieve 100% silver and 15% platinum liveable housing guidelines.

Sense of belonging and connection to place

Objectives	Actions	Timing	2023/24 status and progress update	Measures
Opportunities for inclusive participation are available at City of Sydney Facilities, and people with disability can easily identify opportunities that	14. Continue to deliver a range of inclusive community, learning, sport and recreation programs and major events that ensure equitable	Ongoing	<p>We continued to offer a wide range cultural and community programming for improved inclusivity and wellbeing. In 2023/4, 2,543 adults, young people and children participated in 140 inclusive cultural programs across our library network.</p> <p>Cultural program highlights include:</p> <ul style="list-style-type: none"> Deaf life: Let's talk about it event at Green Square Library Airsticks musical performance at Darling Square Library as part of International Day of People with Disability 	342 (9% down from 378) inclusive and accessible events and programs produced.

Objectives	Actions	Timing	2023/24 status and progress update	Measures
meet their preferences and needs.	access and participation for people with disability.		<ul style="list-style-type: none"> talks and workshops exploring mental health among young people, as part of Youth Week. <p>A total of 181 (32% increase from 137) programs were offered to promote social inclusion, connection and participation, with 283,521 (9% increase from 259,908) attendances across community centres and community-based programs. This included 151 (up 73% from 87) programs to increase inclusion and diversity and 64 (77% increase from 36) programs offered to support the participation of people with disability.</p> <p>Community program highlights include:</p> <ul style="list-style-type: none"> 6 events at community centres, including a free sports participation day at King George V Recreation Centre and talks featuring participants with lived experience of disability across 5 community centres. Morning tea with ‘Focus on Ability’ film screenings at Juanita Nielsen Community Centre, Ron Williams Community Centre, and Redfern and St Helen’s community centres. Retro gaming programs at the Reginald Murphy Community Centre and Joseph Sargeant Community Centre for young people aged 13–21 with a focus on including young people with limited mobility. and/or who identify as neurodivergent. A sensory-friendly youth boxing program at Redfern Community Centre, which is designed to encourage participation of young people who are neurodivergent and is capped at 8 participants per session. Accessible yoga, tai chi and gentle exercise classes, designed with inclusivity in mind and modified to accommodate people with physical disability across our community centres. A free street soccer program at Maybanke Centre that included several participants with disability, that connects local university students in a relaxed setting. 	<p>64 programs that have been designed or adapted to support the needs of people with disability (across 8 centres and other non-Council run locations). Around 1,130 attendances in 2023/24.</p> <p>1,895 events published on What’s On with at least one accessibility feature. (8% increase from 2022-23)</p> <p>144 events tagged as ‘disability-inclusive’. (increase of 12 from 2022-23)</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • 75 people attended the Activate Inclusion Sports Day (Youth and Children) and Adults Unleashed Adults Posts Day at Perry Park Recreation Centre in collaboration with Disability Sports Australia and Variety. • The Seniors Festival Comedy Show at Sydney Town Hall attracted 1,000 participants and featured Auslan interpreters. • A sensory space at the Celebrate Town Hall open day and large print display and exhibition labels. <p>Aquatic centre program highlights include:</p> <ul style="list-style-type: none"> • The Take Charge program which supported 1,205 participants with disability, chronic illness and/or injuries through a 60-day mental health and fitness program. • Specialised training video, developed with Autism Spectrum Australia and provided to swim instructors to improve inclusivity in swimming lessons. • Cook + Phillip Park Pool implemented an awareness program by sharing the story of Karen, an employee with disability, across media channels during the International Day of People with Disability program. <p>A range of other inclusive programs available to people with disability, including:</p> <ul style="list-style-type: none"> • Trans and Gender Diverse Activation including 350 people of diverse sexualities and genders and their families and allies, featuring music, activities and inclusive staff training. • Classes for Ukrainian refugees promoting health and community connection through aqua and yoga classes and social events held during Refugee Week. • We partnered with Diabetes Australia to hold bilingual health workshops in English and Mandarin on chronic health issues attended by 53 people. 	

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			<ul style="list-style-type: none"> • First Nations youth and family events were produced in partnership with Deadly Connections and featured swimming, music and community bonding. • Free entry and extra classes for seniors, with 928 participants accessing fitness programs and health information. <p>Our tennis centres implemented inclusive and disability-focused programs, such as:</p> <ul style="list-style-type: none"> • The Adaptive Tennis Hub expanded to 53 members, including programs such as Blind and Low Vision (BLV) Tennis, which saw growth in participation and involvement in competitions. Coaches successfully guided students who are blind or have low vision at the BLV NSW Open Tournament. • Community tennis court operators held a successful ‘Come and Try’ Adaptive Tennis Day and hosted the Australian Wheelchair Tennis Tournament. • A wheelchair tennis program provided opportunities for high-performance athletes. • Partnerships with Cerebral Palsy Sport and Recreation Association and Wheelchair Sports NSW facilitated events for adults and children with disability. • The Mental Health Tennis Program, produced with Flourish Australia was held 3 times a week. • Weekly social tennis sessions for participants with lived experience of mental health conditions, presented by Buckingham House. • The Rainbow Learn to Play Tennis Program, launched during Pride Month attracted participants, including people with disability. • Jarjum Aboriginal College was provided with free tennis coaching, supporting children with disability. 	

Objectives	Actions	Timing	2023/24 status and progress update	Measures
<p>Opportunities for inclusive participation are available at City of Sydney Facilities, and people with disability can easily identify opportunities that meet their preferences and needs.</p>	<p>15. Continue to provide programming that empowers people to manage their stressors and social and emotional wellbeing.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Our community centres hosted several events and programs for R U OK Day, including a meditation sound bath and morning tea at Juanita Nielsen Community Centre, community morning teas and mental health talks at Cliff Noble Community Centre and St Helen's Community Centre, crochet and tai chi at Maybanke Centre, and, 'Don't Dodge the Conversation' dodgeball at King George V Recreation Centre. • Ongoing community programs like 'Walk and Talk' walking programs, regular community barbecues at Green Square, Redfern and Glebe, 'Reggie's kitchen' weekly lunches cooked by volunteers at Reginald Murphy Community Centre. • We partnered with Reclink Australia to provide Yudi Gunyi students aged 12–16 a short-term, multi-sport program and mental health event at Redfern Community Centre. • Our community tennis courts hosted the Mental Health Tennis Program in partnership with Flourish Australia, running 3 times a week at Prince Alfred Park with consistent participation. • Our aquatic centres continue to offer programs that look to improve inclusivity and participation for people with disability, including people with less visible disabilities and people with mental health conditions through the Take Charge program which supported 1,205 participants with disability, chronic illness and/or injuries through a 60-day mental health and fitness program. • Mental Health Awareness Month featured wellness classes, compliment boxes, and shared conversations over in-centre refreshments. • Art Therapy workshops for adults – a 3-week program that grows skills to build resilience while increasing self-awareness and learning coping techniques. 	<p>140 events/programs designed to empower people to manage their stressors and social and emotional wellbeing. (54% increase from 2022-23)</p>

Diverse Thriving Communities

Objectives	Actions	Timing	2023/24 status and progress update	Measures
<p>Major events in the City of Sydney area are accessible, inclusive and encourage greater participation of people with disability.</p>	<p>16. Deliver and facilitate major events in line with the City's Inclusive and Accessible Event Guidelines.</p>	<p>Ongoing</p>	<p>All our major events complied with our inclusive and accessible event guidelines. This included ensuring accessible pathways at all sites, adding quiet rooms and sensory tents for Sydney Christmas, Sydney New Year's Eve and Sydney Lunar Festival. We offered accessible facilities at all events, including interpretation services, parking and drop-off zones and we improved communication and online information about the events.</p> <p>Highlights include:</p> <p>Sydney Christmas</p> <p>An audio description of the Martin Place Christmas tree was provided. We provided more services including a sensory space, accessible change room, parking and buggy transfers for the Glebe Christmas concert.</p> <p>For the first time all 6 City of Sydney Christmas concerts included pick-up and drop-off areas. Captioning, Auslan interpreting, and portable ramps were available at all concerts.</p> <p>A sensory space was available at the Surry Hills concert, and new sensory spaces introduced at Rosebery and Alexandria.</p> <p>Sydney New Year's Eve</p> <p>Sydney New Year's Eve is Australia's biggest public event that displays Sydney as a city of resilience and inclusion.</p> <p>We provided accessible viewing areas at Pirrama Park and Observatory Hill Park, with buggy transfers at Observatory Hill Park. A new quiet space was introduced at Observatory Hill Park. We also produced Easy Read, large print and audio files of the event guide.</p>	<p>All 6 of our major events complied with our inclusive and accessible event guidelines (100%)</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
			We also worked with the NSW Taxi Council to trial a dedicated accessible taxi pick-up point on Argyle Street to assist patrons in getting home after the event.	

Vibrant Creative Life

Objectives	Actions	Timing	2023/24 status and progress update	Measures
People with disability have equitable opportunities to participate in cultural life and events in the City.	17. Continue to promote participation of artists with disability and audience members with disability in arts programs through implementation of the Creative City Strategy.	Ongoing	<p>We encourage all grant recipients to plan inclusive and accessible events for audience members and artists with disability.</p> <p>In 2023/24, 55 funded projects produced more than 1,333 events that catered for audiences with a disability. Most events were held in accessible venues or provided online/live streaming options to address physical barriers.</p> <p>Other projects took further steps to be inclusive and accessible, including audio description, Auslan interpretation and exhibition design elements being incorporated.</p> <p>These combined projects engaged 128 artists with disability and 38 people with disability in creative activity.</p> <p>Highlights included Sydney Festival presenting 8 artists with disability and Sydney Fringe presenting 80 artists with disability, mostly in their Limitless program. One show 'Jazz or A Bucket of Blood' was shortlisted for 3 Fringe award categories and won the Fringe World Tour Ready Award and the San Diego International Fringe Award.</p>	<p>1,333 events and programs that supported audience members with disability.</p> <p>128 artists with disability.</p> <p>38 creative people with disability.</p>

Direction 3: Meaningful employment

Inclusive Growth Opportunities

Objectives	Actions	Timing	2023/24 status and progress update	Measures
Build organisational capability for disability inclusion.	18. Build the capacity of managers and employees to foster an inclusive workplace through training and induction programs.	Ongoing	<p>All employees are required to complete mandatory training as part of their induction. In 2023/24 this included:</p> <ul style="list-style-type: none"> diversity and inclusion training: 254 new employees inclusion (disability) awareness: 168 new employees managing mental health risks at work and WHS mental health first aid: 119 new employees Specialist disability training: 185 employees. <p>Our employees have access to specialist disability access and inclusion training, development opportunities and resources, including:</p> <ul style="list-style-type: none"> training in creating accessible documents and Web Content Accessibility Guidelines 2.1 Access Standards and accessible buildings, parks, streetscapes and transport implementing strategies for inclusion to meet the needs of children with disability. <p>Upcoming Diversity Council Australia learning and development programs are promoted to employees on the intranet and the staff e-newsletter.</p>	<p>254 new employees (62% of new employees) completed diversity and inclusion training. (24% decrease from 189 new employees in 2022-23)</p> <p>168 new employees (22% of total new employees) completed Inclusion (Disability) Awareness Training. (69% decrease from 350 new employees in 2022-23)</p> <p>119 (16%) new employees completed mental health training in 2023/24 (20% decrease from 2022-23)</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
Invest in building the capabilities of people with disabilities, in our workforce.	19. Build the capacity of employees with disability as leaders through management and leadership programs.	2023–2024	This action is to be considered for completion in 2024/25.	
Attract and recruit people with disability into meaningful roles at the City of Sydney.	20. Increase employment and development opportunities for people with disability.	Ongoing	<p>We were accredited for the third year as a disability confident recruiter by the Australian Network on Disability. We're also a member of the Australian Human Rights Commission's IncludeAbility Employer Network.</p> <p>We participated in the Inclusion Works program trial, led by the Council for Intellectual Disability. This program promotes inclusive employment practices for people with intellectual disability in NSW councils.</p> <p>Belgravia Leisure welcomed its third supported employee at Victoria Park Pool in April, furthering the centre's commitment to employing people with disability. The program provides meaningful work opportunities and supports a diverse and inclusive workforce.</p>	<p>47 employees (2.4%) identified as living with disability. (0.4% increase from 36 employees in 2022-23)</p> <p>3 supported positions</p>
Build an inclusive workplace culture where employees with disability are valued and respected.	21. Creating opportunities to engage employees with disability and allies of people with disability as advocates and champions of change.	Ongoing	<p>Our updated purpose and values reinforce inclusive values by emphasising inclusion while acknowledging the importance of diverse perspectives to create a sense of belonging for everyone.</p> <p>This commitment was further solidified by providing clear examples to guide employees in recognising and practising inclusive behaviours, and incorporating inclusion into our employee and leadership frameworks.</p> <p>Our commitment to inclusion has been recognised with 3 awards:</p> <ul style="list-style-type: none"> NSW Local Government Excellence Award recognising the role of employee networks in fostering a solid and inclusive workplace culture 	<p>Average employment tenure for people with disability is 10 years (down from 15 years) compared to 10.4 years for other employees. (down from 11 years)</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
<p>The City of Sydney's procurement policies and practices improve employment outcomes for people with disability.</p>	<p>22. Strengthen procurement practices by building relationships with Australian Disability Enterprises and educating City of Sydney staff.</p>	<p>2023–24</p>	<p>This action has been superseded following publication of the Australian Disability Royal Commission’s recommendations, and a Resolution of Council on 11 December 2023.</p> <p>We’ve identified new actions for 2024/25:</p> <ul style="list-style-type: none"> • review current City of Sydney procurement contracts to avoid procuring from Australian Disability Enterprises where possible • collaborate with people with lived experience of disability, including our Inclusion (Disability) Advisory Panel, to develop a suitable replacement procurement action that supports disability-owned and operated businesses for our inclusion (disability) action plan 2025–2029. 	<ul style="list-style-type: none"> • Diversity and Inclusion Leadership Award for Excellence from the Urban Development Institute of Australia and MYBOS acknowledged our progressive leadership in diversity and inclusion • Diversity Council Australia's inclusive employer index 2023 found we're actively committed to inclusion.

Direction 4: Equitable access to mainstream services

Balanced and inclusive local decision making

Objectives	Actions	Timing	2023/24 status and progress update	Measures
People with disability are informed, consulted and actively participate in Council decision-making processes.	23. Identify and implement strategies to inform people with disability about how they can be involved in Council decision making.	Ongoing	<p>We produced an accessible guide to decision making at Council to ensure people with disability are informed and can actively take part in Council decision-making processes.</p> <p>The guide is presented as a webpage, with a PDF version that can be printed on request at community centres and customer and neighbourhood service centres. It explains the types of activities used to enable direct public participation and how people can get involved.</p> <p>We worked with the Council for Intellectual Disability to develop an Easy Read version of the community engagement strategy, to ensure everyone, including people with intellectual disability and/or limited English can understand how the City of Sydney engages its communities. The Easy Read version is published online at: cityofsydney.nsw.gov.au/strategies-action-plans/community-engagement-strategy</p>	<p>1,503 views of the accessible guidelines to decision making at Council webpage. (29% increase from 2022-23)</p> <p>707 downloads of the guidelines, (560% increase from 107 in 2022-23)</p>
People with disability are informed, consulted and actively	24. Actively engage people with disability in Council decision-making	Ongoing	<p>In 2023/24 the Inclusion (Disability) Advisory Panel met 6 times. The panel provides valuable feedback and advice on City of Sydney policies, strategies and initiatives, including:</p> <ul style="list-style-type: none"> review of disability inclusive community engagement guidelines 	9 initiatives, projects and/or strategies for which consultation was undertaken with the

Objectives	Actions	Timing	2023/24 status and progress update	Measures
participate in Council decision-making processes.	processes including through the City's Inclusion (Disability) Advisory Panel.		<ul style="list-style-type: none"> review of disability inclusive language and communication guidelines accessibility of recycling station upgrades implementation of the City of Sydney's resilience strategy review of quiet spaces and accessible viewing areas for events review of the guidelines for inclusive and accessible materials 	Inclusion (Disability) Advisory Panel.

Transparent Accountable Governance

Objectives	Actions	Timing	2023/24 status and progress update	Measures
City of Sydney digital and print information is accessible to all.	25. Strengthen the City of Sydney's practices in providing information and communication channels by implementing the Digital and Print Accessibility Procedures.	Ongoing	<p>Our digital and print accessibility policy and procedures were reviewed and updated. The policy scope includes contractors and contracted third parties, online tools and services, digital documents and content and print materials.</p> <p>The corporate communications team promoted the digital and print accessibility policy and procedures once in 2023/24.</p> <p>The guidelines for inclusive and accessible materials are under review and were presented to the Inclusion (Disability) Advisory Panel for feedback. The reviewed guidelines will be published in 2024/25 and will provide up-to-date and best practice advice for procuring and producing inclusive and accessible communication materials.</p>	The digital and print accessibility policy and procedures webpage was viewed 228 times.

Public Participation in Community Life

Objectives	Actions	Timing	2023/24 status and progress update	Measures
City of Sydney customer service is accessible to people with disability.	26. Investigate opportunities to further improve the service experience for people with disability.	Ongoing	<p>Our 'channel of choice' philosophy means people can contact us in multiple ways – by phone, email, mail or in person. They receive the same level of service regardless of the contact method used.</p> <p>Our digital services transformation included 84 smart online forms that comply with accessibility standards being published on the City of Sydney website.</p>	84 new smart digital accessible online uploaded to the City's website.
People with disability are informed of inclusive and accessible City events, programs and services available to them.	27. Identify and implement effective marketing and communications strategies to attract more people with disability to participate in City events, programs and services.	2021–2024	<p>All event and program listings for our cultural programs on the What's On website provide clear information about venue access, concession ticketing and who to contact about special access requirements. This lets people with disability plan their journey before an event.</p> <p>Visitors to What's On can find events by date, venue and type, and accessibility features. People can browse events that feature audio description or Auslan, are held at venues with mobility access, or provide assistance for people who are blind or have low vision. Eight access features designed for the site are available to people submitting events.</p> <p>What's On provides event organisers with 3 articles in the help section titled 'Accessibility at your event'. We provide guidelines for disability-inclusive events and advise event organisers how to use the access features and tags on the site.</p> <p>'Disability inclusive things to do in Sydney' was regularly updated and featured across What's On in 2023/24. The article received 1,428 page views and also provides resources for people with disability to access other initiatives, events and programs across Sydney.</p>	<p>1,895 events with at least one accessibility feature. 192 events were presented by the City of Sydney.</p> <p>144 events were listed as disability inclusive. 71 of these were presented by the City of Sydney.</p> <p>'Disability inclusive things to do in Sydney' was viewed 1,428 times. (7% decrease from 2022/23)</p>

Objectives	Actions	Timing	2023/24 status and progress update	Measures
People with disability can access City of Sydney grants.	28. In consultation with people with disability review the City of Sydney's grants processes and practices to identify and remove barriers to people with disability applying for grants.	2021–2023	<p>We're reviewing our grant application process and forms to ensure accessibility, which was endorsed by Council at its June 2024 meeting. Recommendations from the review will be implemented in 2025/26.</p> <p>We're developing a communications plan to ensure all members of the City of Sydney's diverse communities are informed and can apply for our grants.</p>	
New ICT (Information and Communication Technologies) Systems procured by the City are accessible	29. Provide a range of accessible hardware and software to increase the accessibility of the City's public access computers.	2022–2023	There are 300 free public access laptop and desktop computers across City of Sydney facilities. All the computers include free accessibility software for screen readers, magnification and language change options in core Microsoft products.	300 accessible computers with the latest hardware and software installed.



Attachment F

**Green Report
(Annual Environment Report)
2023/24**



Green Report

Annual Environmental Report
2023/24

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

CITY OF SYDNEY 

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Cover image: Volunteers at Sydney City Farm (Photo by Chris Southwood / City of Sydney)

Published November 2024

Message from the CEO

The City of Sydney remains focused on a sustainable future for all. We work together to improve our operations and provide opportunities for our communities to take action. The results and stories in this report show the various ways we're responding to the climate emergency and contributing to improving environmental conditions.

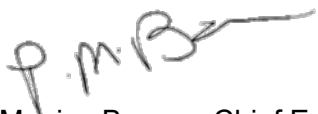
This year our volunteers at Sydney City Farm worked to produce more than 745kg of fresh food for local charities. With the rising cost of living and the number of people seeking food relief I'm glad we can provide a space that teaches gardening skills, creates social connection and provides fresh food to those in need. The addition of culturally significant crops such as hops, sugar cane, babaco, plantain, taro and pandan means food relief charities can provide nutritious meals that reflect our diverse cultures.

Collaboration is so important for a sustainable future. The combined leadership event at the Art Gallery of NSW, Australia's first 6-star GreenStar rated museum, was a highlight of my year. Hearing from leaders in all our sustainability programs and partnerships was inspiring. It showed what's possible when we work together on the future we want.

I am excited about our partnership with the Royal Prince Alfred Hospital to find a second life for the clean, unused water from the hospital's dialysis water system. Our street cleaning teams are now filling up their tanks in Camperdown with water that was going down the drain. It's the first time in Australia that a hospital's dialysis water system has been harvested for street cleansing. It ensures we have more water security in a drought and reduces the distances our trucks need to travel.

We all need to stay focused on reducing emissions and regenerating our environment. I continue to be proud of our operational carbon reduction results – 76% reduction in our emissions since 2006. Our emissions reduction activities are complemented by actions to restore nature. This includes our additional park space, our continued tree canopy growth, and an increase in the number of high quality Australian Indigenous land management offsets we purchase.

There is more work to do. I look forward to continuing to address this challenge together.



Monica Barone, Chief Executive Officer

Year in review

Operational highlights

Our operational emissions have dropped 76% since 2005/06 (baseline year). We continue to take action to reduce our emissions through electrification of our buildings and fleet.

This year we replaced 20 internal combustion passenger vehicles with new electric vehicles. This is our largest deployment of electric vehicles to date, lifting the electric proportion of our fleet to just over 15%.

Our new building electrification plan targets emissions reduction. The plan sets out when we'll transition gas hot water units to heat pumps or electric storage tanks. We'll replace gas appliances in our kitchens, in line with our pledge to the [Global Cooksafe Coalition](#)

Care in design and materials can reduce carbon emissions and waste while protecting ecosystems by reducing our need to extract resources. This year some of our projects showed the benefits of reusing and respecting resources.

119 Redfern Street, a centre for local Aboriginal and Torres Strait Islander peoples to share knowledge and access services opened in May 2024. The idea of 'enoughness', an Indigenous economic philosophy that there is enough in the world and that we don't need to waste resources, was put into practice in the design of the new centre. Repurposed materials include internal paving, external brickwork, bench seating and the service counter.

We completed a uniform recycling trial with 500kg of uniforms collected for reuse or recycling. The trial was a success and will be expanded to more teams in 2024/25.

We chose to repair instead of demolish on our O'Dea Avenue road upgrade project. This decision reduced total lifecycle emissions by 89% (680 tonnes CO₂-e) compared to a business-as-usual upgrade and avoided 2,500m³ of concrete going to landfill.

Respect for materials is underpinned by our new [circular economy statement](#). It provides an explanation of what the circular economy is, why it's needed and its basic principles. It describes what we've done so far and the role of other government stakeholders.

Continued focus on efficiency in water use ensures we continued to meet our target of zero increase in potable water use against the 2006 baseline.

This year we completed comprehensive repairs of our rainwater reuse systems. These systems are now producing around 20 million litres of water each year. This is more water than we use for Redfern Park, Wentworth Park and Wynyard Park combined, resulting in significant cost savings and environmental benefits.

We're trialling a smart irrigation system to ensure we meet demand for more irrigated spaces without putting pressure on water use. This system uses real-time soil and weather conditions to determine the best time to irrigate our parks and sports fields. We're running the trial in 5 of our major parks, with water use reducing since the trial started.

Local area highlights

We know that canopy cover is important in our urban environment. We measure total tree canopy cover of our local area every 2 years to check if we are on track for our targets. The latest measurement in February 2024 showed our canopy is at 20.9%, an increase on our 2008 baseline of 15.5%, while total green cover is 33.2%.

This year we released our [access strategy and action plan](#), the overarching framework for active transport in our local area. It contains 10 strategies to move towards our vision for a greener and calmer city with more space for people. It combines new ideas and approaches with existing programs and policies to achieve a city for walking, cycling and public transport.

We continued to improve programs to encourage our communities to live more sustainably. This includes workshops that give our communities the skills to embrace circularity, avoid waste and make things last.

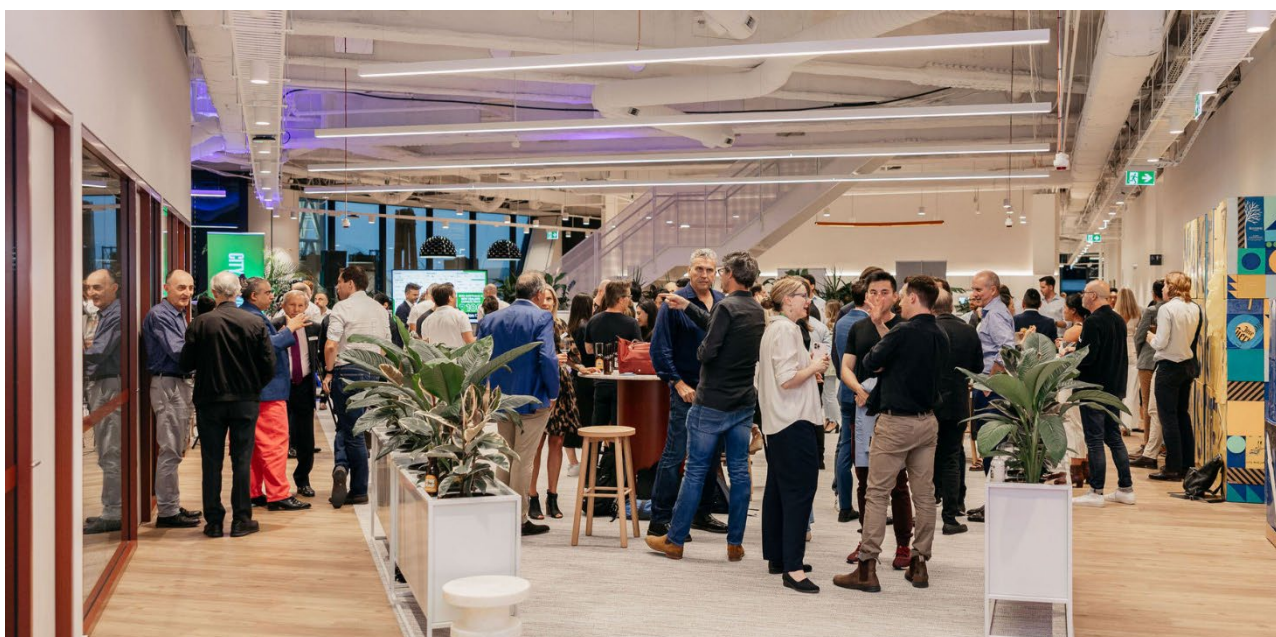
We added options to allow more people to benefit from [Sydney City Farm](#). We formalised our City Farm [team activities](#). Corporate groups can now get outdoors, work together and learn new skills while giving back to the local community. We created a self-guided [digital map](#) of the cropping area to enhance visitors' experiences and allow online exploration of the farm.

Our grants support our communities to improve their sustainability.

The new Greenhouse Climate Tech Hub near Circular Quay launched in October 2023, supported by a \$31 million City of Sydney accommodation grant. It's the largest green tech innovation hub in Australia, assisting emerging climate-tech businesses to find solutions to our climate problems and bring their big ideas to market.

Grants supported renewable transition for organisations that often cannot access the market. We supported Barnardos to install a 14kW solar system on their Ultimo office. We enabled renewable electricity buyers groups for businesses and for an apartment building complex in Harold Park.

Grants also supported local solutions to deal with difficult waste. Dempstah used our grant to trial a way to process used clothing that would be sent to landfill into yarn and has turned this into a business. WorkVentures distributes refurbished technology to those in need. They used our grant to explore the feasibility of a national device bank to help the program to be self-sufficient.



Greenhouse Climate Tech Hub opening (Photo by Daniel Kukec Photography)

Operational targets

Target

Latest result



Carbon

80%

reduction in emissions generation by end June 2025, from 2006 baseline

76%

reduction against baseline (June 2024)



Maintain emissions from the City's fleet below 2014 levels, and aim to achieve zero fleet emissions by 2035 or sooner

13%

reduction against baseline (June 2024)



Water



zero increase in **potable use** annually until 2025, from 2006 baseline

15%

reduction against baseline (June 2024)



Waste



90%

diversion from landfill, with 50% source separated **recycling**, from City-managed properties by end June 2025

92%

of our waste was diverted from landfill (June 2024)

49%

source separated recycling (June 2024)

15%

reduction in total waste generated from City-managed **properties** by end of June 2025, from 2019 baseline

0%

reduction in total waste generated against baseline (June 2024)

70%

resource recovery of waste from **office strip out and fit out** by end of June 2025

This data is not available for this reporting period. A measurement process is being set up

90%

resource recovery of **construction and demolition waste** generated and managed by City operations by end June 2025

96%

recovery of construction and demolition waste (June 2024)

50%

resource recovery of waste from **City parks, streets and public places** by end June 2025

51%

resource recovery from **City parks, streets and other public places** (June 2024)

Local area targets

Target

Latest result

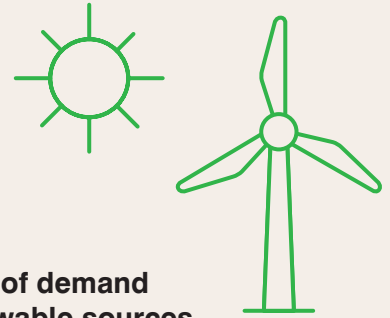


Carbon

70% reduction in greenhouse gas emissions by 2030, from 2006 baseline

41% reduction against baseline (June 2023)

net zero emissions by **2035**



50% of **electricity** demand met by renewable sources by 2030

32% of demand met by renewable sources (NSW average, June 2024)



Water



Reduce residential **potable water use to 170 litres** per person per day by 2030

221 litres per person per day (June 2023)

10% reduction in non-residential **potable water use** per m² by 2030, from 2019 baseline

29% reduction against baseline (June 2023)

50% reduction in the annual **solid pollution load** discharged to waterways via stormwater by 2030

Gross pollutants reduced by **16%**
Total suspended solids reduced by **11%** against 2006 baseline (2024)

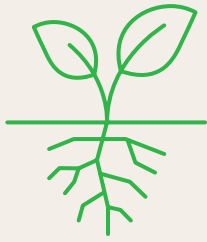
15% reduction in the annual **nutrient load** discharged to waterways via stormwater by 2030

Total phosphorous reduced by **7%**
Total nitrogen reduced by **4%** against 2006 baseline (2024)

Local area targets continued

Target

Latest result



Increase overall **green cover** to **40%** across the local area, including **27% tree canopy** by 2050



Greening

33.2% green cover (2024)
20.9% canopy (2024)



Waste



90% diversion from landfill of **residential waste**, with 35% as source-separated recycling by 2030

Diversion from landfill 50% (June 2024)

Source separated recycling 33% (June 2024)

90% diversion from landfill of **commercial and industrial waste** by 2030

47% diversion from landfill (estimate, 2021)

90% diversion from landfill of **construction and demolition waste** by 2030

78% diversion from landfill (NSW average, June 2023)

15% reduction in **residential waste** generation per capita by 2030, from a 2015 baseline

18% per capita reduction in **waste since 2015** (June 2024)

Climate action



Climate change affects all of us. Bold **action** in this critical decade will help to avoid its worst impacts.

We continue to lead with **ambitious** targets and **decisive** action to meet them.

Our operations

We measure, reduce and offset our operational greenhouse gas emissions. We became the first government authority to achieve carbon neutral certification from the Australian Government in 2011.

We've set an ambitious target and we proactively report on our progress. We're reducing emissions and we purchase 100% renewable electricity.

Our results

The City of Sydney's operational emissions have dropped 76% since 2005/06 (baseline year). In 2023/24 our emissions decreased slightly from 13,515 tonnes CO2 equivalent (CO2-e) to 12,554 tonnes CO2-e.

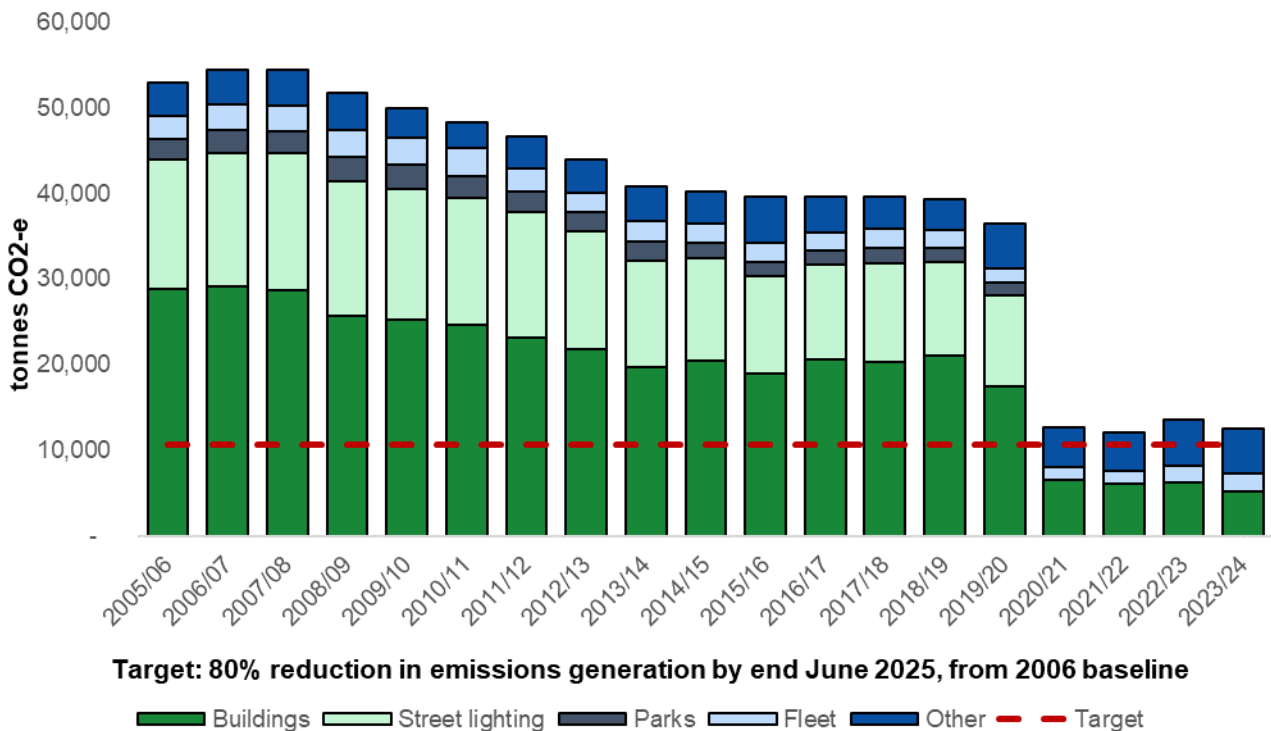


Figure 1: Operational carbon emissions

To maintain Climate Active certification, we offset remaining emissions. We've purchased high quality Australian offsets since the 2019/20 certification year. In the 2023/24 certification year, 28% of our remaining emissions were offset by credits from Indigenous savanna fire and land management in northern Australia. Our target is for 100% high-quality Australian regenerative offsets by the 2024/25 certification year.

New Year's Eve fireworks

The carbon emissions from New Year's Eve fireworks are part of our yearly carbon inventory. Between 2007 and 2015 we created detailed yearly emissions inventories for the whole New Year's Eve event. These showed that year-on-year event emissions didn't change significantly and are a small share of total operational emissions.

New Year's Eve event emissions in 2015 were 552 tonnes, with the combustion of fireworks contributing 4.8 tonnes – only 0.9% of the event's emissions. Since 2016 we've reported and offset 662 tonnes CO₂-e each year for New Year's Eve as part of our ongoing carbon neutral certification. This is a 20% buffer above 2015 emissions, to ensure emissions are not under-reported.

Fleet emissions

Emissions from our vehicle fleet increased by 124 tonnes CO₂-e to a total of 2,095 tonnes CO₂-e. This is a 6% increase on last year, but a 13% decrease compared to our 2014 baseline.

We expect fleet emissions to decrease as we increase the share of electric passenger vehicles in our fleet. However, we'll struggle to meet our target due to external market conditions. The electric heavy vehicle market currently can't provide the vehicles we require. We'll also need to ensure charging infrastructure is available for these vehicles. We've started work on a plan so we are ready to transition to electric heavy vehicles when the market is more mature.

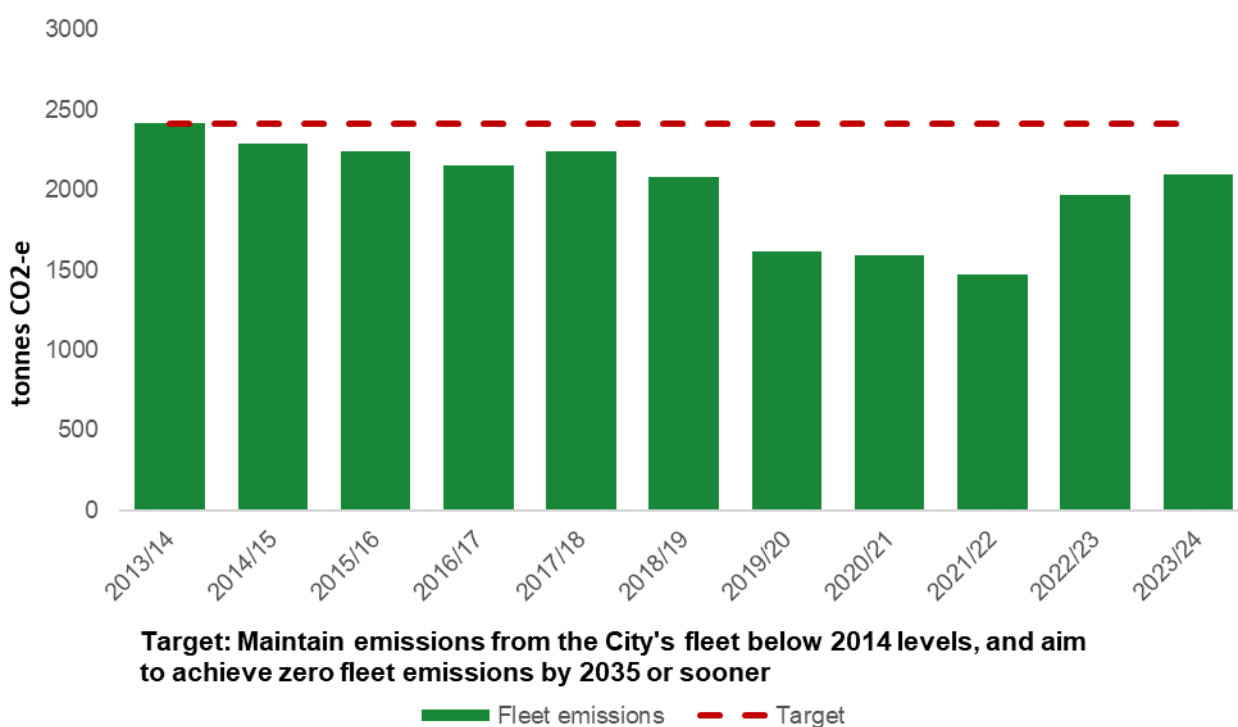


Figure 2: Operational fleet emissions

Working towards our targets

By June 2025 our goal is to reduce emissions by 80% from 2006 levels. This target is absolute and does not include offsets. We're focused on actions to eliminate the remaining 4% required to meet this target and ensure we continue to reduce emissions beyond June 2025.

We're electrifying our plant and equipment. This includes converting gas hot water units to heat pumps or electric storage tanks and transitioning more of our vehicles to electric. We're reducing the use of our cogeneration and trigeneration systems. Where available we'll use lower global warming potential refrigerants in our heating and cooling systems, and all our new buildings will be fully electric with no new fossil fuel connections.

While our long-term agreement to purchase 100% renewable electricity contributes to environmental savings it has also protected us from recent electricity price increases. In the past 5 years this contract has saved \$5 million and is expected to bring further savings in the next 5 years.

How we do it

Measure and disclose

We monitor our energy consumption to identify ways we can reduce energy use and emissions.

Each year we prepare a detailed emissions inventory and verify it independently to ensure accuracy. Our emissions and activities are reported yearly in [Climate Active public disclosure statements](#) and this annual environmental report.

Avoid and reduce

We achieve energy and emissions savings in our buildings, plant and equipment, and public lighting through efficiency upgrades and electrification.

We have a dedicated fund for facility and equipment upgrades, and we're transitioning our parks maintenance equipment to electric options.

We're starting to focus on carbon intensive materials in our roads and buildings. We prioritise renovating and reusing structures rather than demolishing them. We consider options to reduce the amount of concrete we use and choose low carbon concrete where available. We continue to include recycled content in our asphalt.

Reducing travel-related emissions

Our travel policy requires employees to prioritise walking, cycling and public transport for work trips.

Employees use our fleet of e-bikes, e-cargo bikes and pedal bikes at Town Hall House and Alexandra Canal Depot. We offer training to build confidence and improve safety.

We prioritise use of our electric vehicles when employees require a car. We ensure our trucks and utes are the right size for the job.

We carry out trials of new electric vehicles and watch the market closely, so we're ready to transition our vehicles. We encourage our contractors to do the same.

Renewable energy

We've installed more than 2 megawatts of solar panels, supplying electricity directly where it's used. We purchase 100% renewable electricity through a power purchase agreement.

Offset

We offset unavoidable emissions, increasingly purchasing from quality Australian projects. These projects also support regional initiatives, ecosystem regeneration and biodiversity.

Tackling carbon in our roads

O'Dea Avenue upgrade

The materials we use in our civil works and buildings can contain significant embodied emissions. Care in design of a road can reduce carbon emissions and waste while protecting ecosystems by reducing our need to extract resources.

These principles were put into practice when we upgraded busy O'Dea Avenue, Zetland in November 2023.

Instead of removing 2,500m³ of concrete and replacing it with new materials, we decided to repair the concrete slab.

We used a lower embodied carbon concrete for the repairs before overlaying it with a new 15% recycled content asphalt surface.

This solution meant the project reduced total lifecycle emissions by 89% (680 tonnes CO₂-e) compared to a business-as-usual upgrade.

This decision had other benefits. It reduced construction time from 9 months to 3 months and reduced noise for residents – asphalt is



O'Dea Avenue's renewed road surface (Photo by Sydney Civil)

significantly quieter than concrete as it reduces noise from tyres.

Geopolymer concrete close-out

For the past 5 years we've partnered with the University of NSW to test real world conditions for using geopolymer instead of Portland cement in concrete roads. Cement containing geopolymers can reduce emissions by up to 80% compared to Portland cement.

Two test slabs with embedded sensors to monitor conditions were laid on Wyndham Street, Alexandria in 2019.

The trial finished in March 2024. It is referenced as an informing project in a newly released technical specification (SA TS 199:2023) for the Design of Geopolymer and Alkali-Activated Binder Concrete Structures under Australian Standards.

We're proud to have supported this pioneering project in the field of low carbon concrete research.

Fleet transition

This year we replaced 20 internal combustion passenger vehicles with new electric vehicles. They're available for employee use from our main operational sites.

This is our largest deployment of electric vehicles to date, lifting the electric proportion of our fleet to just over 15%.

We added to our ongoing trials of task-specific vehicles by commissioning an electric footpath sweeper. Along with our electric truck and 3 electric bin collection vehicles, this sweeper will provide operational insights on how we can best use the vehicles.

As at June 2024, 36% of our fleet is either electric or hybrid.

Net zero buildings plan

We own, operate and maintain a diverse building portfolio that serves a broad range of community needs. It includes offices, depots, community centres, libraries, aquatic centres, and recreation facilities.

This year we developed a plan to electrify our buildings to reduce the energy they use and the emissions they produce.

Our electrification plan includes transitioning gas hot water units to heat pumps or electric storage tanks. We'll replace gas appliances in our kitchens, in line with our pledge to the Global Cooksafe Coalition.

Energy efficiency is critical – the more efficiently we run our operations, the more renewable energy there is available to decarbonise other parts of the economy. It also reduces our operational costs.

Energy efficiency activities already under way include replacing lighting with LEDs and ensuring all new appliances meet high energy efficiency standards.

We assessed all equipment that currently uses gas to align the upgrade program with expected end-of-life replacement. This analysis resulted in dedicated funding in our long-term financial plan for required energy efficiency and electrification works.

Action for our city

The past year saw some significant global climate records, including exceeding a 1.5°C increase for a full 12 months for the first time in February 2024. Despite this, we know every fraction of a degree makes a difference. This is why we set a net zero target for the local area and continue to take serious action in our own operations.

While the City of Sydney can't tackle the climate crisis alone, we can lead and encourage others to do the same. Our programs, grants and partnerships support building owners, residents and businesses to improve energy efficiency and switch to renewable energy. We actively support and campaign for zero emissions transport, buildings and energy supplies. In our local area we encourage the use of transport with no emissions, or reduced emissions.

Our results

Greenhouse gas emissions for the City of Sydney local area have decreased year on year. In June 2023 they were 41% below 2006 levels.

From 2005/06 to 2022/23, the city economy grew by 74.2% (not adjusted for inflation), residential population grew by 40% and employment by 35%, even as total emissions have significantly reduced.

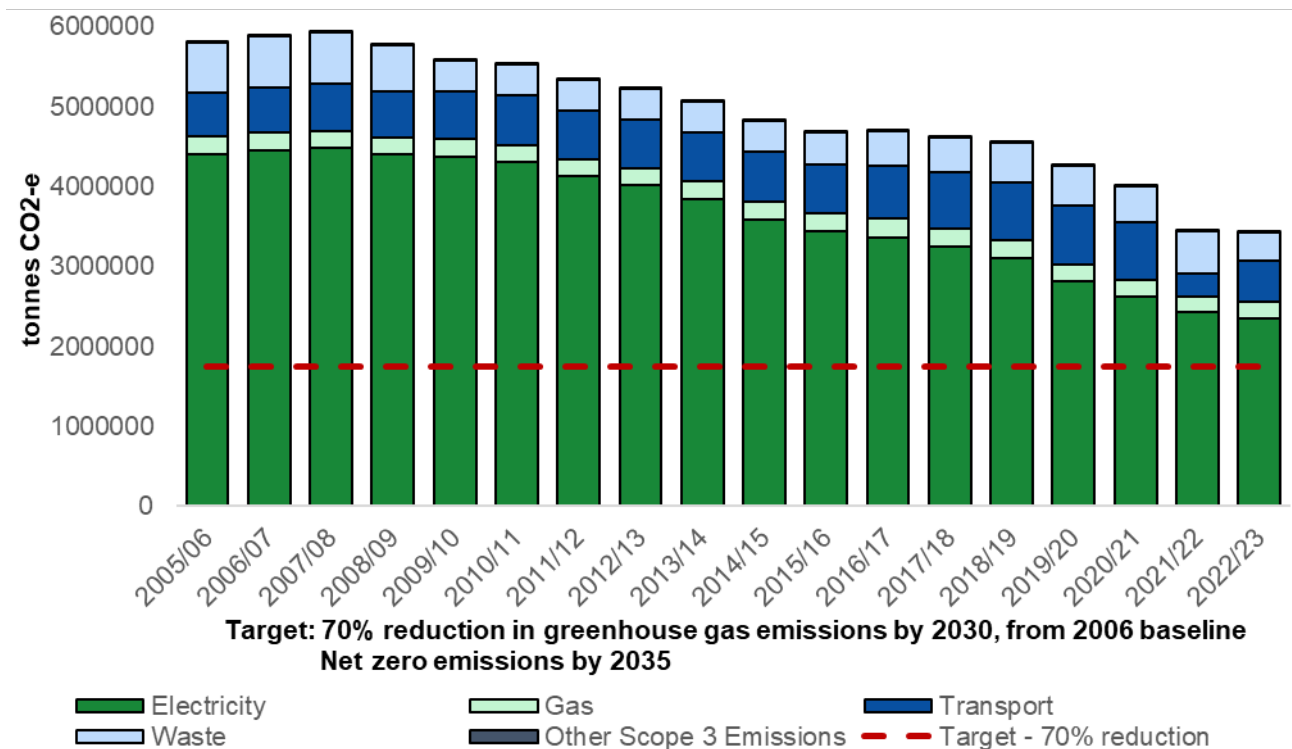


Figure 3: City of Sydney local area emissions

Air quality

The NSW Government operates 2 high quality air quality monitoring stations in our area, one in Alexandria and another at Cook + Phillip Park. During the reporting period, local air quality was consistently reported as 'good' (the best rating). Real time air quality data is available online from the [NSW Government](#).

How we do it

Measure

We measure the emissions for our local area using best-practice international standards.

Flagship programs

Our targeted programs enable our communities to reduce their carbon emissions. Flagship programs include the Better Buildings Partnership, Sustainable Destination Partnership, CitySwitch, and Smart Green Apartments.

Promote renewable energy sources

We actively encourage residents, businesses and other organisations to switch to GreenPower electricity plans.

Food waste collection

While targeting food waste has a waste management benefit, it also reduces carbon emissions as the food is not converted to methane in landfill. Every tonne of food waste diverted through our food waste collection program saves 2.1 tonnes CO₂-e.

Promote active, renewable transport

We encourage people to move away from private vehicles and towards walking, cycling and public transport.

We provide on-street charging locations in our local area to encourage a shift to electric vehicles.

Advocacy

We advocate to state and federal governments on a wide range of issues. From improving the performance of existing buildings through ratings and disclosure, to national energy and emissions targets, supporting electric vehicles, improving fuel standards and climate justice among other issues.

External factors

The electricity grid is rapidly greening. The NSW grid was 31.6% renewable in the year to June 2023.

Climate action hub

The new Greenhouse Climate Tech Hub near Circular Quay has brought together innovators, investors, climate action groups, academics and corporates to find solutions to our climate problems.

The hub accommodates more than 400 people dedicated to climate action with coworking space, event spaces and meeting rooms.

Our support includes a \$31 million accommodation grant. A 10-year rental subsidy will assist emerging climate-tech businesses to grow and bring their big ideas to market. Some of the founding members include:

- [Atlas Carbon](#) – ensuring graziers achieve their carbon farming potential.

- [Airseed Technologies](#) – enabling reforestation through drone technology, artificial and data-driven intelligence.
- [Turo](#) – world's largest peer-to-peer car sharing marketplace where guests can book any car they want from a community of trusted hosts.
- [Coolsheet](#) – heating water with wasted heat from solar panels.
- [Loam Bio](#) – enabling high quality atmosphere carbon removal at scale.
- [Nu-Rock Technology](#) – minimising waste and increasing recyclable materials used in mining and construction.

- Hiringa Energy – making, moving, storing and selling green hydrogen for use in transport, industry and energy sectors.

It's the largest green tech innovation hub in Australia and was opened in October 2023. Tours can be booked through the [Greenhouse Climate Tech Hub website](#).

Solar for social good

Barnados received a \$60,000 innovation and ideas grant to install renewable energy technologies and create an education program for children in their learning centres.

They partnered with community energy provider Pingala, Solar Energy Enterprises and 100% Renewables to install a 14kW solar system on the Barnardos offices in Ultimo.

Students at the Yurungai Learning Centre in Waterloo participated in a solar science education program.

This centre provides local primary school children with after-school homework support and an afternoon meal. Many of the students are Aboriginal and Torres Strait Islander

peoples and the centre provides cultural activities.

The students learnt about solar energy and sustainability and created a mural of a Dreamtime story about the sun's origin.

The project also sought to share excess solar energy across its sites in the City of Sydney area through a battery, virtual meter and community financing model. This was not possible because the older style meter in their heritage building couldn't support the battery and virtual meter.

The learnings from this project will be used in Barnardos offices across NSW.

Powering ahead with more on-street charging options

In October 2023 we installed 8 more electric vehicle charging units in Millers Point, Dawes Point, Pyrmont, Newtown, Camperdown, Darlinghurst, Alexandria and Rosebery.

The units were installed on existing Ausgrid infrastructure as part of a trial to support electric



Students and educators from the solar scientist program at Yurungai Learning Centre (Photo by Barnados)

vehicle owners who don't have access to charging at home, and to encourage wider adoption of electric vehicles.

Ausgrid and its partner EVX will manage and maintain the chargers and power poles, with the chargers operating under a user pays model. Users won't be charged parking fees during the trial.

We'll continue monitoring the trial to assess the technology's success, level of demand and community support for the infrastructure and parking allocation.

Working with their strata management company, the group applied for a City of Sydney green building grant to fund a feasibility study into how they could cost-effectively run their common areas on renewable electricity.

The study recommended forming a buyers group to negotiate a power purchase agreement. While these agreements have been used for commercial electricity contracts for a while, this is the first time the strata sector has investigated the option. After assessing the advice, the precinct is now ready to make the switch.

This volunteer driven project has trialled a new pathway for large apartment precincts to transition to 100% renewable electricity.

Buyers groups enable renewables transition

Apartment precinct collaboration

Owners corporations from 7 buildings across the Harold Park residential strata precinct came together to find ways to collaborate on sustainability projects. The precinct covers around 10 hectares and currently uses 2,000 MWh of combined common area electricity a year, the equivalent of 400 houses.

Businesses buy renewable energy

Through an innovation and ideas grant the Business Renewables Centre Australia set up a buyers group for businesses to procure renewable electricity directly from wind and solar farms.

Purchasing electricity directly from a renewable energy generator can be complicated and options are limited if you don't use a large



New on-street electric vehicle (EV) charging space in Newtown (Photo by Will Jones / City of Sydney)

amount of electricity. This solution enables businesses to work together to contract a long-term agreement through an energy broker. This means they can reduce emissions quickly while stabilising their electricity costs. Any organisation that uses more than 1,000 MWh, around \$150,000, of electricity each year can join the group.

The project provides accessible information for businesses on how to switch to 100% renewable electricity. Business Renewables Centre Australia is now [introducing the program in the Hunter and New England regions](#).

New renewables purchasing guides

Power purchase agreements are a way for businesses to purchase 100% renewable electricity while supporting the decarbonisation of our electricity grid by providing financial certainty for wind and solar farms.

We've produced 2 new guides to support our communities to purchase renewable electricity:

- [Renewable power purchase agreement guide](#)
- [GreenPower guide](#)

Climate action event

The first [Climate Action Week Sydney](#) (CAW.SYD) was held in March 2024. It featured a series of community-led events covering a broad range of climate action topics and formats, including talks, workshops, demonstrations, art exhibitions, films and pitch competitions.

CAW.SYD was inspired by similar events in New York, London and Singapore. It showcases climate action for Sydney and Australia and aims for stronger climate action by individuals, organisations and governments through knowledge and conversation.

We've provided an innovation and ideas grant to Innovillage Pty Ltd to run CAW.SYD for 3 years. The next Climate Action Week Sydney will run from 10 to 16 March 2025.

New access strategy

In late 2023 Council adopted our [access strategy and action plan](#). It contains 10 strategies to move towards our vision for a greener and calmer city with more space for people. It explains why transport and access are crucial to creating a city that is environmentally sustainable, inclusive and economically productive. It shows how new ideas and approaches work with existing programs and policies to achieve a city for walking, cycling and public transport.

Its 17 actions embrace the relevant transformative project ideas from our long-term plan Sustainable Sydney 2030–2050 Continuing the Vision. Many are advocacy actions to the NSW Government on transport issues we cannot control, such as decisions on new public transport infrastructure. The main priorities include:

- transforming Broadway into a green gateway, with a cycleway and light rail
- a light rail connection between Green Square and the city centre
- providing electric buses to service the local area
- accelerating the Metro West extension to give Green Square residents a station at Zetland by 2030
- calming traffic on Park Street in the city centre and widening footpaths to make space for trees and people
- greening Oxford and Flinders streets with more space for people, entertainment, dining and light rail.

This integrated strategy provides the overarching framework for 3 detailed supporting strategies and action plans:

- [Electrification strategy and action plan](#), adopted in 2024.
- [Walking strategy and action plan](#), adopted in June 2024.
- [Cycling strategy and action plan](#), last updated in 2018.

The strategy has already resulted in action, with a proposal from Sydney's light rail operator to develop light rail along Parramatta Road to



George Street north pedestrianisation project (Photo by Will Jones / City of Sydney)

connect with Green Square. This idea has received significant public support.

Influencing for change

Climate action

We've made many submissions to federal and state governments in the past year on important climate issues. Our deliberate engagement is about voicing concerns, shaping policies and inspiring actionable change.

- Driving change: We've long championed fuel efficiency standards and we welcome the new vehicle fuel efficiency standard being introduced to slash emissions from new passenger vehicles.
- Energising change: We support the Australian Government's commitment to 82% renewables by 2030. The Australian Energy Market Operator's integrated system plan finds that coal is retiring at an accelerated pace. We support the need to increase consumer and utility-scale renewable resources.
- Building a sustainable future: Amendments proposed to the Australian Government's Commercial Building Disclosure Program directly align with our long-term advocacy. Expanding the program to all large building types and setting energy performance levels will create a more sustainable built environment.
- Concrete steps: The emissions from construction and building materials are significant and we welcome the introduction of a national standard by the National Australian Built Environment Rating System (NABERS) to certify embodied carbon, along with a national emission factors database.
- Community first: We've long been an advocate of a just transition, ensuring that no one is left behind, especially people renting, on low incomes or living in apartments. The NSW Government's program to improve energy efficiency in 30,000 social and community homes will directly benefit many of our residents.
- Empowering individuals: The growing recognition of consumer energy resources,

such as solar panels, batteries and electric vehicle chargers, reflects our advocacy for decentralised energy solutions.

- Buildings as batteries: Buildings are becoming integral to the renewable energy shift, acting like large-scale batteries. They can store energy or shift their energy use to different times, providing grid stability. We're an advocate of policies and programs that incentivise demand flexibility in buildings.
- Battery coordination: Batteries in buildings and electric vehicles are essential components for a renewable grid. They have the potential to function as energy reservoirs if we can coordinate charge and discharge. Government support through policies and programs is needed to harness the full potential of these technologies.

Transport

The NSW Government has conducted reviews of the transport system including rail, Sydney Metro, buses, road tolling, WestConnex, rapid transit, freight reform and the parking space levy.

We provided comprehensive submissions to all inquiries and reviews, using our access strategies and action plans to campaign for a city for walking, cycling and public transport. Our advocacy influenced the findings and recommended actions for the NSW Government.

A key success was our support for Metro West, with the project now continuing after a relatively minor delay. Metro stations at Pymont and Hunter Street are confirmed.

Our strata and business programs

To improve the sustainability of our local area, we support strata communities, commercial building owners and tenants, and accommodation, entertainment and cultural venues. Together we partner to achieve our environmental targets and move towards net zero by 2035.

Program results

Smart Green Apartments

Since 2016, 279 apartment buildings have participated in the program. This represents 17,257 apartments and 13% of apartment buildings in our local area.

Participating owners corporations have collectively:

- invested \$4.3 million in upgrades
- saved \$11.2 million in running costs
- avoided 61,500 tonnes of greenhouse gas emissions
- reduced energy use in their buildings by an average of 36%.

[Smart Green Apartments annual report](#)

Better Buildings Partnership

The partnership captures 55% of commercial office space and 99 buildings in our local area.

Since 2005/06 program partners have collectively:

- reduced stationary emissions intensity by 95%
- reduced energy intensity by 55%
- reduced water use intensity by 63%.

In 2022/23 92% of base building electricity was from renewable sources.

[Better Building Partnerships annual report](#)

Sustainable Destination Partnership

The program's 33 partners operate 73 buildings, representing more than half the hotel rooms in our local area.

Since 2018 program partners have collectively:

- reduced emissions by 24% and potable water use by 24%
- achieved 50% waste diversion from landfill
- increased their renewable electricity use to 13%.

[Sustainable Destination Partnership annual report](#)

CitySwitch Sydney

The program provided tailored decarbonisation support to 70 CitySwitch businesses, representing 112 tenancies in our local area.

Collective results for tenancies in the Sydney program indicate:

- average emissions intensity is 14kg CO₂-e per square metre
- average electricity intensity is 64 kWh per square metre
- 80% have switched to purchasing renewable electricity
- the average NABERS energy rating is 5 stars.

[CitySwitch program annual report](#)



Sustainability leadership event (Photo by Katherine Griffiths / City of Sydney)

This year we brought all our programs and partnerships together for a single sustainability leadership event. It showcased the impact of collective action and the growing momentum on climate leadership. The event was hosted by the Art Gallery of NSW, Australia's first 6-star GreenStar rated museum.

Green building grants

This year 31 owners corporations received a green building grant. These grants have supported \$2.6 million in building upgrades since 2016, saving \$7.9 million in running costs over their lifespan and avoiding 42,165 tonnes of carbon emissions.

Green building grants are open to apartment and accommodation buildings in our local area. They support owners to receive environmental ratings, certifications and assessments to make their buildings energy and water efficient.

Working with our strata communities

Our Smart Green Apartments program works with owners and strata and building managers to improve environmental performance in apartment buildings in our local area. Participating buildings receive NABERS ratings and energy action plans to inform owners corporations about opportunities for building upgrades.

This year we focused on providing information to help owners corporations understand ways to improve sustainability in their buildings. We produced 3 helpful guides to help owners corporations reduce their energy, water, and waste and 2 webinars on solar and food scraps recycling. The new sustainability stories in apartment buildings case study series shows what's possible. Our monthly sustainability e-newsletter has just over 3,000 subscribers.



Goldsbrough apartment building's new solar panels (Photo by Nick Langley)

Sustainable strata strategies

Since joining the Smart Green Apartments program 10 years ago, Goldsbrough has demonstrated consistent sustainability leadership in the strata sector.

This year they stepped up their efforts by replacing electric boilers with new heat pumps and adding a large 391 panel, 176kW solar system. These changes have reduced building energy costs by 40%

This project builds on several efficiency and renewable energy projects completed in the past 10 years:

- Reducing energy use through common area LED lighting attached to timers and sensors, and installing variable speed drives on pumps and in upgraded lifts.
- Recovering heat from hot water and redirecting it back to the pool and spa.
- Capturing condensate from the cooling tower to be reused, reducing water top-ups from evaporation by 40%.

Supporting a sustainable destination

Our Sustainable Destination Partnership is a collaboration of accommodation and entertainment venues and cultural institutions working together to improve environmental performance and build Sydney's reputation as a sustainable destination.

Partners have defined and are implementing best practice waste management, including engaging their kitchen staff on food waste avoidance strategies. Renewable electricity procurement is a priority, with members collaborating to define a pathway to net zero emissions.



Salter Brothers and ReLove team members (Photo by Mei McNamara, Salter Brothers)

Hotels leading the charge

Salter Brothers is an Australian investment manager that owns and operates several local hotels, including Novotel Sydney City Centre. The 283-room Haymarket hotel was one of 11 of its hotels due for refurbishment in 2023. The project included a strip out of all furniture, fixtures and equipment. Instead of sending good quality items to landfill, Salter Brothers looked for project partners that could redistribute to people in need, by setting up relationships with 3 charity partners: ReLove, Vinnies and GIVIT.

These partnerships helped Salter Brothers redirect almost 100 tonnes of furniture, appliances and household items from landfill by providing them to at risk groups and displaced families. Some items went to the Wise Foundation, a registered charity which provides hospitality training to refugees and asylum seekers.

This project diverted more than 80% of refurbishment waste from landfill and sourced more than 80% of the new furniture, fixtures and equipment from local NSW suppliers.

Global Destination Sustainability Index

Each year Sydney enters the Global Destination Sustainability Index where it is ranked among other global destinations against a set of sustainability criteria.

In 2023 Sydney was ranked 29th in the index and received its highest score of 77.21%.

Sydney ranked 5th globally in the metropolis category, ahead of other cities such as Berlin, Barcelona and Montreal. Business Events Sydney, a Sustainable Destination Partnership associate member, won the first Social Impact Award at the 2023 Global Destination Sustainability Awards.

Commercial building leadership

The Better Buildings Partnership is a collaboration of leading property owners and industry influencers. The partnership provides green leadership and sustainable innovation for Sydney's commercial and public buildings. It brings together industry stakeholders to understand problems and develop best practice standards and guidelines.

This year the partnership produced:

- a circular fitout tool for offices, supported by the Green Building Council of Australia
- a resilience strategy and the creating resilient communities guide.

ISPT partners with Circonomy to reduce waste to landfill

While the circular economy gains traction, around 30,000 tonnes of commercial office furniture goes to landfill across Australia each year. For its refurbishment project at 255 Pitt Street in Sydney, property fund manager ISPT was determined to avoid contributing to this waste problem.

They engaged Circonomy, a social enterprise that refurbishes, repairs, repurposes, resells and recycles goods, to tackle refurbishment works across 5 of its floors. The work included stripping out all furniture, appliances, flooring and other equipment such as commercial kitchens.

A staged approach was developed including:

- Asset log: outlined the quantity and condition of the products and materials onsite.
- Rehoming strategy: identified how ISPT could maximise the reuse of products and materials. Where possible, refurbishing and repairing items for reuse in the fitout of ISPT buildings and other projects were prioritised.
- Pre-works: identified what work could be done before removal began to reduce costs and prioritise efficiency.
- Strip out: removal of all items across 5 floors.
- Rehoming works: rehome products to keep them out of landfill.

This project removed 2,769 pieces (109 tonnes) of furniture and 43 tonnes of carpet tiles from the site. The goal is to save at least 95% of this material from landfill. Two commercial kitchens were dismantled and reinstalled for charity Turbans4Australia, helping to feed people in need across Sydney.

Before the strip out began, 34% of furniture items were 'pre-homed' as new homes and uses were identified. This reduced project costs by reducing the need for storage and extra transport. A further 12% will be reused by ISPT.

Improving sustainability in Australian businesses

CitySwitch is a national program to support improved sustainability in office tenancies. It's managed by the City of Sydney on behalf of a national steering committee, which includes the City of Melbourne, City of Adelaide and North Sydney Council. In 2023/24 the program supported 213 businesses managing 744 tenancies to work towards net zero emissions, representing 10% of all Australian office space.

This year the CitySwitch program started its new approach of asking members to work on a defined net zero pathway by focusing on 3 areas each year. This year's focus areas were 'reduce your energy', 'reduce your waste' and 'green your supply chain'.

Members were supported through events and webinars. Associated resources and tools were produced with industry partners and promoted through the CitySwitch website.

The annual report shows 85% of signatories are measuring scope 1 and 2 emissions, 47% have shifted to renewables, 95% are implementing resource recovery programs and 65% are quantifying scope 3 emissions.

Achievements of CitySwitch signatories were celebrated at events in Sydney, North Sydney, Adelaide and Melbourne. Twenty-four businesses were recognised as the first CitySwitch Champions for their progress and efforts in this year's focus areas.



CitySwitch Champions recognition event (Photo by Koshka Media)

Waste and materials



We promote **responsible** material management, encouraging reduced consumption, waste minimisation and resource sharing.

Goods and materials used in our city create environmental impacts locally and where they're sourced.

Our operations

We focus on reducing our waste and maximising resource recovery to ensure materials aren't just used once and discarded. We've set targets to increase recycling and resource recovery and dramatically reduce how much waste goes to landfill.

We're responsible for managing waste and recycling from our own buildings, our construction and asset management projects, and the parks and public spaces we manage.

Our results

We have separate targets for waste from our properties and from the public spaces that we manage. We have more control over waste management in our properties, offering greater recycling opportunities compared to public spaces. The 2 graphs below show these differentiated targets and results. See an [explanation of our waste data, including definitions](#).

Total waste generated from our properties was 946 tonnes in 2023/24. Food dehydrators across 3 locations processed 7.4 tonnes of food waste, generating 1.3 tonnes of soil conditioner.

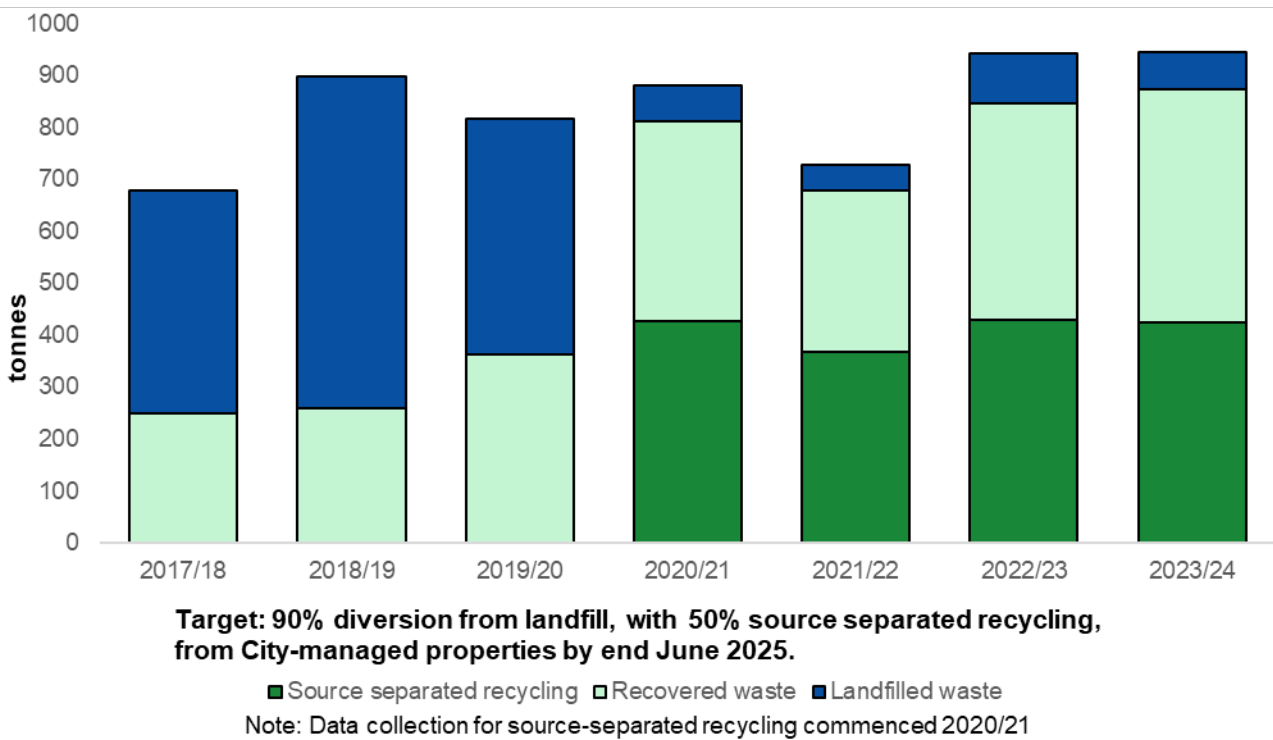


Figure 4: Operational waste from our properties

In 2023/24, 7959 tonnes of waste was generated from our parks, streets and public places was. This is down by more than 400 tonnes compared to last year.

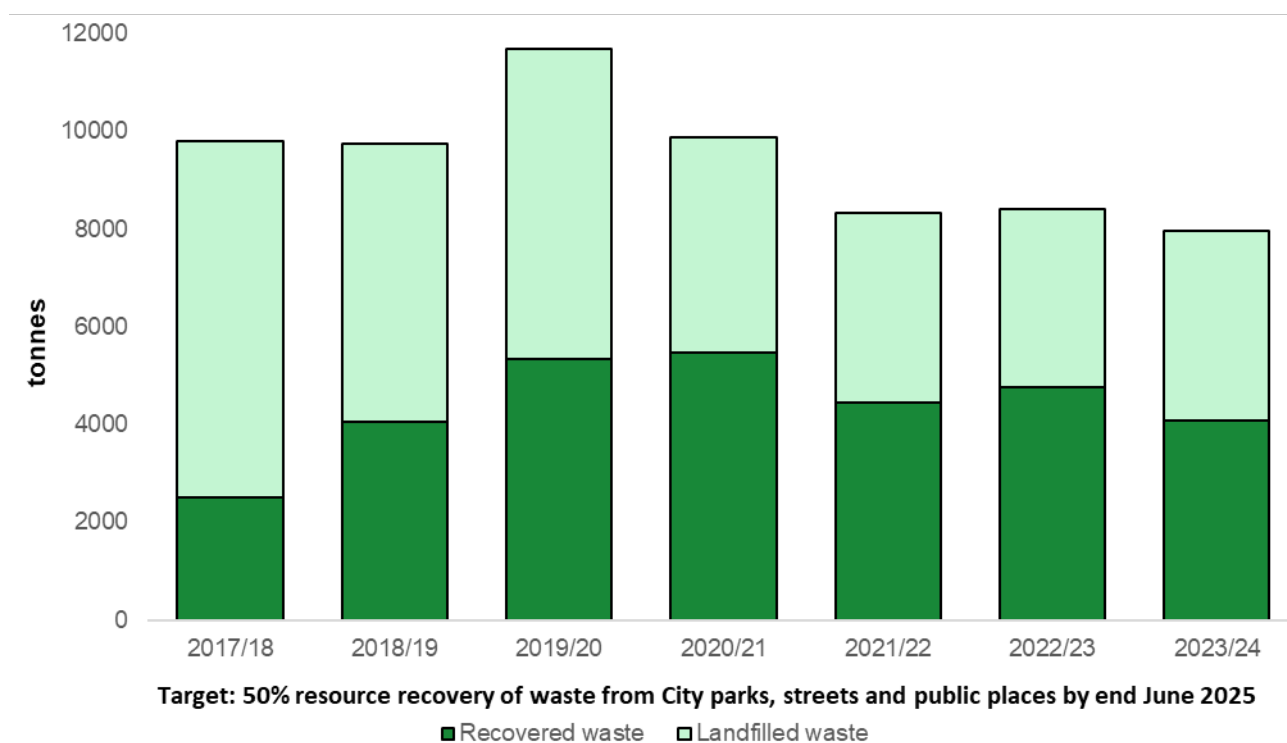


Figure 5: Waste from public spaces that we manage

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Landfill diversion rate, City of Sydney properties	37%	29%	44%	92%	93%	90%	92%
Source separated rate, City of Sydney properties				52%	54%	51%	49%
Resource recovery rate, parks, streets and public places	26%	42%	46%	55%	53%	57%	51%

Table 1: Operational waste recovery rates

Construction and demolition waste

In 2023/24 we achieved a 96% resource recovery rate for our construction and demolition waste. This result is split into civil construction (roads and stormwater systems) and building construction.

The building construction data was added in 2020/21. We expect results to fluctuate for a couple of years as we improve data collection accuracy for these capital works projects.

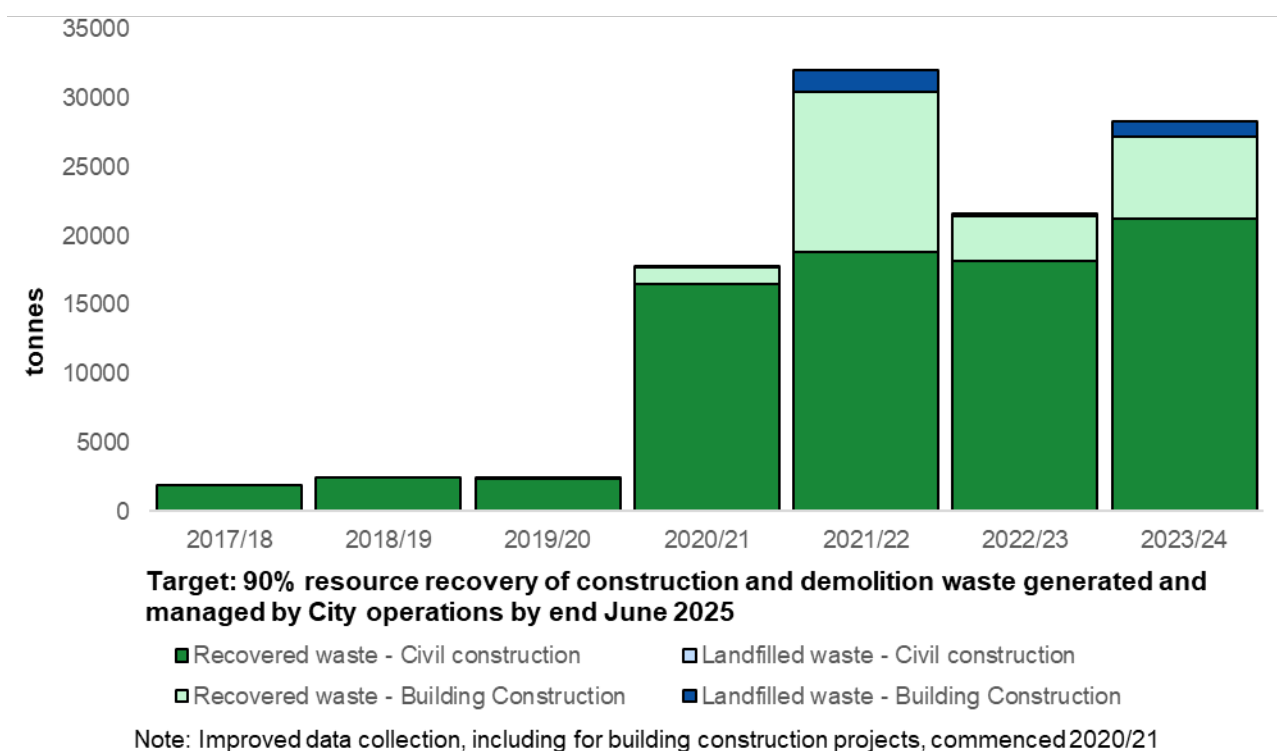


Figure 6: Construction and demolition waste from our operations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Resource recovery rate, civil construction	100.0%	100.0%	95.0%	99.7%	99.9%	99.9%	99.9%
Resource recovery rate, building construction				92.8%	88.4%	93.8%	84.7%

Table 2: Construction and demolition waste recovery rates

Understanding our waste data

We’re responsible for managing waste and recycling from our own buildings, our construction and asset management projects, the parks and public spaces that we manage, and residential homes. We’ve set landfill diversion and recycling targets for each of these areas, and we actively monitor and track the waste and materials managed.

While we’re not responsible for collecting and managing the remaining commercial, industrial, construction and demolition waste generated in our local area, we recognise the significant impacts of these waste streams. Action for our city sets out what we do to promote waste reduction and improve resource recovery in areas we don’t manage or control.

When considering our waste results, we split the total waste collected into recycling, recovery and materials sent to landfill.

Recycling is where a product or material is processed to make the same or different products. Source-separated recycling is a more specific term. It refers to materials placed into specific bins that are then collected to be recycled.

Recovery is where a product or material cannot be made into another product or material but can be processed to reduce its environmental impact before landfilling or to generate energy. It is a process usually applied to materials in our red bins.

Landfill diversion refers to the sum of recycled and recovered materials.

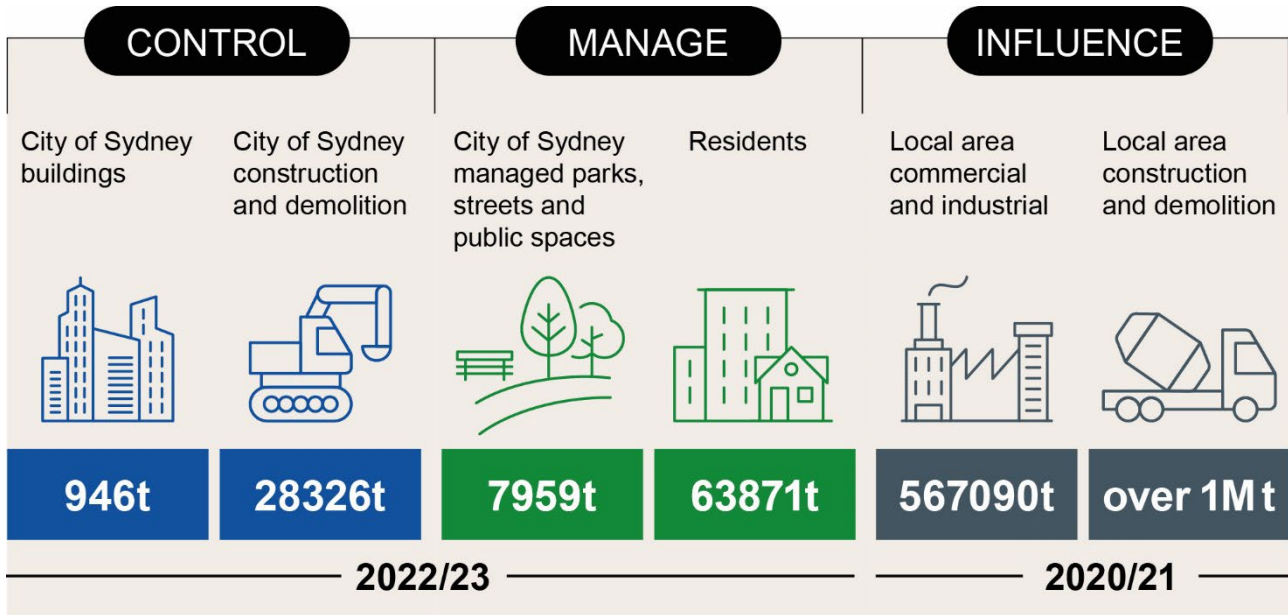


Figure 7: Understanding our waste data

How we do it

Measure

We're continually improving our reporting processes for our operational waste streams. We receive monthly reports from our waste contractors in line with the Better Buildings Partnership guidelines for operational waste. This data lets us track and manage our waste performance.

Avoid and reduce

We aim to avoid creating waste. We've substantially reduced the use of paper towels in buildings such as Town Hall House, we use paperless solutions for records management and Council business, and we've enabled follow-me-printing.

We provide information about avoiding single-use items. Our merchandise policy ensures we only produce these items when there is a demonstrated benefit and the item meets our single use guidelines.

We encourage employees at Town Hall House to reuse coffee mugs, supported by a reusable

cup library, and to take a container when visiting a local business to buy takeaway lunch.

Source separation

Mixed recycling, paper, secure paper and food scraps collections are available in all office locations.

Food scraps from Town Hall House, Eveleigh Early Learning and Preschool and Ultimo Community Centre are recycled onsite. This food waste is converted into a soil conditioner for our green spaces.

We run regular internal communication campaigns to ensure everyone is aware of what to do.

Building design

We developed guidelines to ensure our community buildings are designed to avoid unnecessary waste and enable increased source separation.

Uniform recycling

Clothing in Australia has a huge carbon footprint, largely due to the unsustainable ways we make, use and dispose of our clothes. While it will take all of us to reverse this trend, as a local council we can lead by example with sustainable choices. Recently we've done this through a new recycling program for employee uniforms.

From April 2023 to June 2024 we trialed a uniform recycling program with our cleansing and parks teams, by sending their old uniforms to an Australian textile recovery company.

Upparel sorts the uniforms at its facility. Non-branded garments in good condition are donated to a charity for reuse. Items with logos or in poor condition are recycled into infill fibre for pet bedding, furniture and insulation.

By the end of the trial more than 500kg of uniforms were collected for reuse or recycling.

Encouraged by the enthusiastic response from employees and supply chain benefits, we've

made the uniform recycling program permanent. We plan to expand it to more teams across the organisation.

119 Redfern Street – salvage, supplement, reimagine

The idea of 'enoughness', an Indigenous economic philosophy that there is enough in the world and that we don't need to waste resources, was put into practice at 119 Redfern Street.

This centre for local Aboriginal and Torres Strait Islander peoples to share knowledge and access services opened in May 2024. As a place of connection and belonging, a space for storytelling and truth-telling, healing, health and wellbeing, it was important to weave reuse and respect for resources into the project.



City of Sydney staff member recycles old uniforms. (Photo by Cassandra Hannagan / City of Sydney)

Some examples of how materials were repurposed to minimise waste include:

- Entry lobby area – paving came from salvaged stock which was in storage for about 10 years.
- Portico entry and community room – sandstone blocks used for bench seating and doorway thresholds were salvaged from footings of the building.
- Community room – service counter was salvaged from the architect’s office that formerly used the building, and basin and tapware were salvaged from the demolished kitchen.
- Lift shaft external brickwork – recycled bricks were sourced from Lohas Australia.
-

Fridge, oven and wall mounted microwave oven from the demolished kitchen were salvaged and reinstalled at Redfern Community Centre.

- Existing air-conditioning units were reused and supplemented to improve natural airflow, building health and air quality.
- Local clay, excavated for the new lift, was retained and stored. It will be used in future art and pottery projects.

To complete a sensitive restoration of the heritage listed former post office, we collaborated with the local community, Aileen Sage Architects, Djinjama Indigenous Corporation, heritage architect Jean Rice and architectural historian Noni Boyd.



Reused brick façade at 119 Redfern (Photo by Aileen Sage / City of Sydney)

Extended life event signs

We've redesigned our major events and festivals signs so they can be reused, where possible, across all events over multiple years.

We've produced generic City of Sydney fence wraps and operational signs for common event messages, such as event locations and directions.

Signs containing a large amount of information can now be simplified with a QR code that links to the City of Sydney website with up-to-date information.

This initiative adds to the reuse of street banners each year for Sydney Christmas, Sydney New Year's Eve, Sydney Lunar Festival and NAIDOC in the City.

Encouraging BYO coffee cups

In November 2023 our waste education team presented BYO cup pop-up information stalls at Town Hall House to encourage employees and visitors to choose a reusable coffee cup.

Our education team spoke with 195 people about reusable cups and encouraged many of them to use the 'Ugly Mug Library' in the level 1 cafe when they forget their own reusable cup.

Feedback was positive with one employee saying they've noticed more and more employees using keep cups for their takeaway coffee.

Circular economy statement

Our community strategic plan includes the commitment that, 'A circular economy approach is embedded in product, services and systems'.

This year we published our [circular economy statement](#). It provides an explanation of what the circular economy is, why it's needed and its basic principles, what we've done so far and the role of other government stakeholders.

The statement outlines our existing circular economy projects and programs and provides guidance on future strategy documents for circular economy outcomes.

Action for our city

Our long-term waste objectives for our local area are to reduce waste, recycle as much as possible while retaining a material’s highest value and treat what is left over in the most sustainable way.

We cannot achieve this alone. We require the support and partnership of industry, government and our communities.

Our results

Our landfill diversion rate has declined since 2018. This is caused by continued high use of red lid bins by residents, and NSW EPA legislative changes in 2019, as our waste service provider was no longer able to convert organic material from red lid bins into a land remediation product.

To address this shortfall, since 2019 we’ve increased the number of services and materials we can accept for recycling to make it easier for our residents to avoid putting waste in the red lid bin. We’ve also stepped up our advocacy at a state and federal level.

In 2023/24 our Recycle It Saturday events were attended by 3,307 people who dropped off 71.5 tonnes of materials for reuse and recycling. The Ultimo recycling pop-up at Bay Street Depot saw 2,530 visits by residents and 17.7 tonnes of items collected. For residents who can’t make it to our

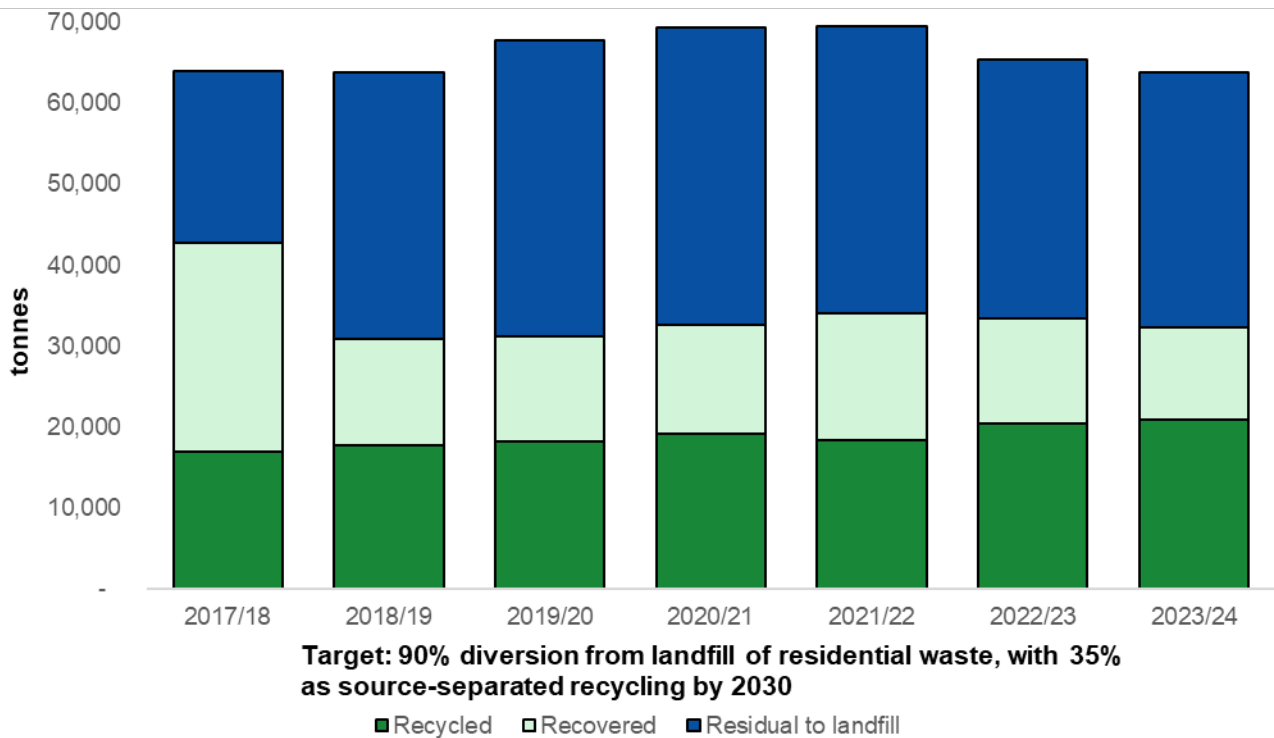


Figure 8: Residential waste generation

drop-off events or pop-up, we offer a doorstep recycling collection service. This year we collected 26 tonnes from 2,407 pickups directly from residents' homes.

Despite these efforts, we'll struggle to meet our 2030 landfill diversion targets due to external market challenges and the availability of recycling technology and infrastructure. This is a systemic issue, requiring a change in how governments, industry and communities view the value of materials we use.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Landfill diversion rate	67%	48%	46%	47%	49%	51%	50%
Residential recycling rate	26%	28%	27%	28%	27%	31%	33%

Table 3: Residential recycling and landfill diversion rates

How we do it

Measure

We measure residential material streams through managed contracts and we work with agencies to estimate commercial and construction waste generated in our area.

Tailored services

Our resident services focus on maximising resource recovery in the most efficient and convenient way.

Our residents have access to more than 12 separate collection or drop-off services for recycling. We always seek to provide services that will maintain the value of the materials we collect.

We design our services to consider materials people generate as waste and seek the most appropriate processing solutions available.

Waste avoidance events and activities

Our waste avoidance events and activities encourage our communities to avoid, reuse and reduce waste. Events include clothing and toy swaps, sewing repair workshops, school waste avoidance education programs, online recycling masterclasses and community pop-up stalls.

We provide 'Ask a Waste Expert', an online service to answer questions from residents about recycling.

Promote sustainable events

We've developed guidelines to support our employees and communities to reduce waste at

our own events and those using City of Sydney venues and outdoor spaces.

We maintain [guidelines and a toolkit for single-use items](#) to reduce waste from events and services.

Planning requirements

Our development controls and associated waste guidelines enable good design of waste management and source separation in new buildings.

Grant funding

We provide funding to support new and innovative resource recovery and circular economy solutions for positive change across our local area.

Advocacy

We're consistently an advocate of system and legislative changes in industries beyond our control that will reduce waste or manage the material streams we collect. Our partnership with the South Sydney Regional Organisation of Councils and Resilient Sydney member councils is a core element in our advocacy efforts.

Our employees are also active in stakeholder engagement and working groups that focus on the circular economy such as the Green Building Council of Australia, Circular Australia, and the Australian Packaging Covenant Organisation.

External factors

We recognise the importance of the relationships we have with policy developers, regulators and operators of waste and resource recovery facilities. Circular economy, resource

recovery and waste are sectors heavily impacted by global industries and supply chains. Our responses to managing materials in this evolving space need to be flexible and responsive.

Innovating for a circular economy

Recycled yarn

The rising global trend of fast fashion has changed the way people shop and is creating a huge excess of unwanted, poor-quality clothes that mostly end up in landfill.

To investigate a solution, we provided an innovation and ideas grant to Dempstah, a Sydney-based design practice.

The grant funded a trial to process 100% post-consumer textile waste through new textile mill technology in Hong Kong. This mill has an innovative approach to fibre recovery. It doesn't use any water or liquid chemicals to clean fabric, instead it sanitises textile waste with ozone gas. Cameras sort old garments into colour groupings, eliminating the need for bleaching and re-dyeing later in the process.

Dempstah partnered with the Salvation Army to see if donated clothing unsuitable for resale that would be sent to landfill could instead be processed by this mill.

The trial was a success, producing clean fibres that can be spun into a yarn then knitted or woven into new fabrics or knitwear.

Dempstah has begun distributing to an enthusiastic community of makers who want to integrate recycled materials into their process.

This project has created a hyperlocal solution to textile waste. Empowering small local players reduces the need for waste to be shipped around the world. It also makes Australia a little bit more circular in how it manages textile waste.



Dempstah's recycled yarn (Photo by Dempstah)

Since completing the City of Sydney grant, Dempstah was awarded a national prize to help further scale its business.

Second life electronics

WorkVentures, a local social enterprise, refurbishes electronics such as laptops and tablets from corporations. This enterprise supports the circular economy by giving devices a second life and helps meet the digital needs of Australian families who can't afford newer and more expensive devices.

So far, WorkVentures has distributed around 90,000 technology packs to those in need.

In early 2024 we gave WorkVentures a grant to explore the feasibility of a national device bank. This would help the program to be self-sufficient, with every device donated being funded through the commercial remarketing of a second device.

Programs like this keep e-waste out of landfill, ensuring we can reuse these valuable finite resources.

Recycling odd items

To make it easier for our communities to recycle more, we're continually adding new household items that can be reused or recycled through our recycling programs.

This year we added blister packs, bicycles and scooters to the list of items accepted at our Recycle It Saturday events.

More than 20 different items are now accepted at our recycling stations, Ultimo recycling pop-up, Recycle It Saturday events and through the doorstep recycling service. These include vapes, electronics, household batteries, mobile phones, polystyrene, coffee pods, clothes, linen, hard toys, x-rays, printer cartridges, blister packs, gas bottles, small metals, paint, food scraps, car batteries, large cardboard, light tubes, bicycles and scooters.

Connecting on circularity

This year we produced 483 activities for 4,830 residents and visitors across the local area to help people embrace circularity, avoid waste and make things last.

Our custom waste avoidance events included 4 waste reduction and recycling workshops to 440 primary school students, a bilingual English and Mandarin electronics recycling session at Ron Williams Community Centre, a market stall to promote repair at the Bower Repair Festival, an information booth at the Australian Climate Tech Festival and a circular economy workshop for startups in the city centre.

We engaged with international students on waste avoidance at 6 stalls across 3 separate events including the University of Sydney's Welcome Week, the University of Technology's 'Got Your Back' event and at the Lord Mayor's Welcome to International Students at Sydney Town Hall.

We also presented 23 waste reduction webinars to 356 people on the topics 'Plastics Decoded', 'Electronics Unplugged' and 'Resourceful Recycling', 4 clothes swaps where 537 people attended and swapped 670kg of clothing, and 4 sewing workshops where 80 people learnt simple mending skills to extend the wearable life of their clothing.

Encouraging reuse at Christmas

To encourage waste-wise shopping over the holidays, we presented 5 pop-up information stalls on simple ways to reduce waste at Christmas time.

This included sharing creative gift ideas, options for recycled and reusable wrapping, DIY Christmas crackers and tips for leftovers to reduce food waste to 370 people at 5 different locations in the city centre, Glebe, Alexandria and Green Square.



City of Sydney employees presenting an electronics recycling workshop in Redfern (Photo by / City of Sydney)

Influencing for change

To achieve statewide waste and sustainable materials strategy targets, the NSW Government recently engaged with the community on the proposed food and garden organics mandate and prepared an issues paper on the review of the waste levy.

These topics are directly relevant to the services we provide to residents and we prepared responses to both.

Food waste collection mandate

Our submission strongly supported the need for separate collection of food and garden materials to achieve the NSW Government's target of net zero emissions from organics in landfill by 2030.

Our main recommendations to the NSW Government included the need for funding to implement services related to this legislation and allowing councils to review and comment on draft legislation before it is introduced to parliament, to assist with an easier transition.

NSW waste levy review

The waste levy is one of the NSW Government's most powerful policy levers to encourage resource recovery and divert waste from landfill.

Revenue from the waste levy is collected by the NSW EPA and then added to the NSW Government's general revenue pool, known as the Consolidated Fund.

Our main recommendations included more reinvestment of the levy to the industry to achieve long term recovery or disposal capacity for waste types that have little potential for reuse, repair or recycling and that increases to the levy should be linked to new treatment facilities.

Supporting our region

South Sydney Regional Organisation of Councils

We work closely with the South Sydney Regional Organisation of Councils to implement a regional waste strategy and actions. Our CEO Monica Barone is the chair of the waste working group.

These projects were completed by the SSROC working group in 2023/24:

- a 12-month uniform recycling trial for 9 Sydney councils, including City of Sydney
- kerbside and council facility audits across the region to support improved data collection and understanding councils' waste streams
- a regional waste risk and resilience project
- explored opportunities for joint procurement of recycling contracts for councils
- coordinated responses to state consultations on proposed introductions of new organics collection mandates and waste levy review.

Greening our city



Our communities value a green city with trees and nature, and access to **quality** outdoor spaces for rest and play.

Restoring our natural **environment** and increasing our green **infrastructure** supports the health and wellbeing of all of us and helps our climate resilience.

Our operations

Green streets, parks and open spaces are vital for the liveability of our city. They soften the effects of a dense urban environment and substantially reduce the urban heat island effect, which will get worse with increasing climate change.

Trees naturally cool, enhance resilience, clean our air and reduce the effects of climate change. Green spaces provide places for our communities to rest and play, along with the health and wellbeing benefits from connecting with the natural world.

Our results

Since 2008/09, our parks and open spaces have increased from 188 hectares to 218 hectares. This includes 15.2 hectares of land for bush restoration, up from 4.2 hectares on the 2012 baseline.

Each year we aim to plant 700 street and 50 park trees. In 2023/24 we planted 721 street trees and 391 trees in parks. We also planted 78,579 new plants in our parks and street gardens.

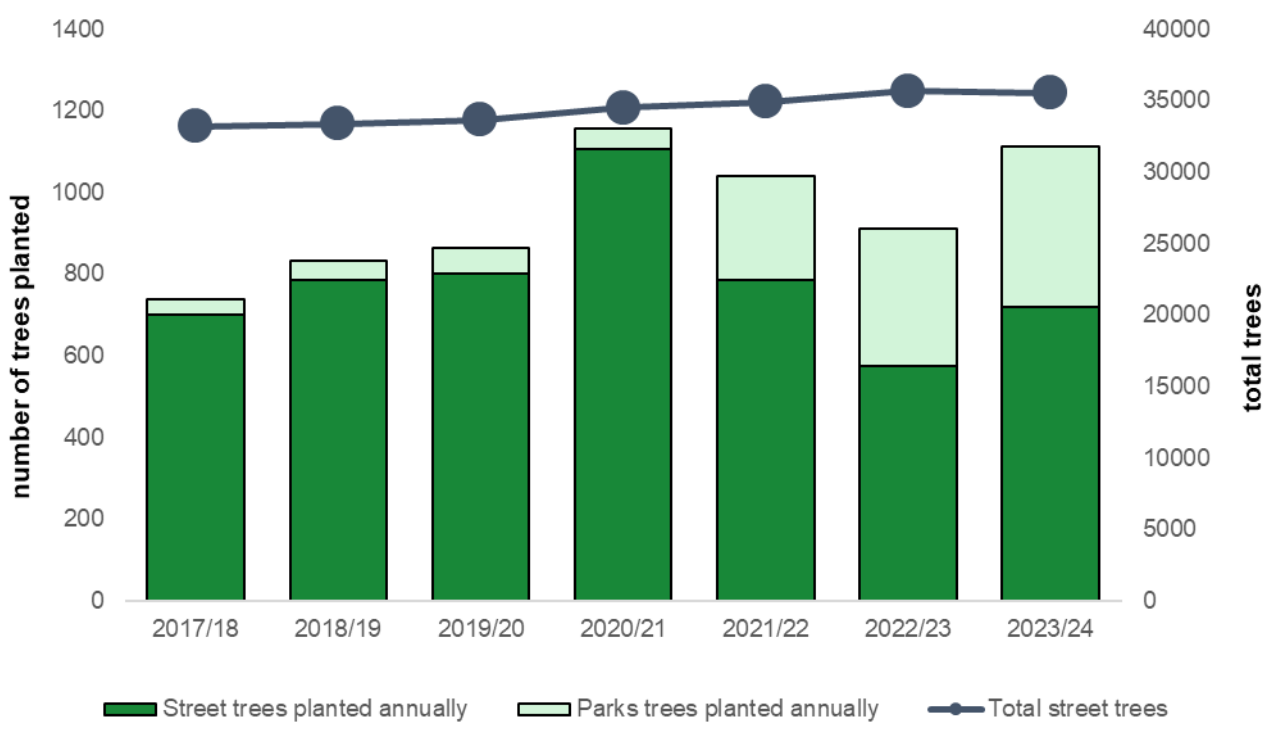


Figure 9: Trees planted on streets and in parks

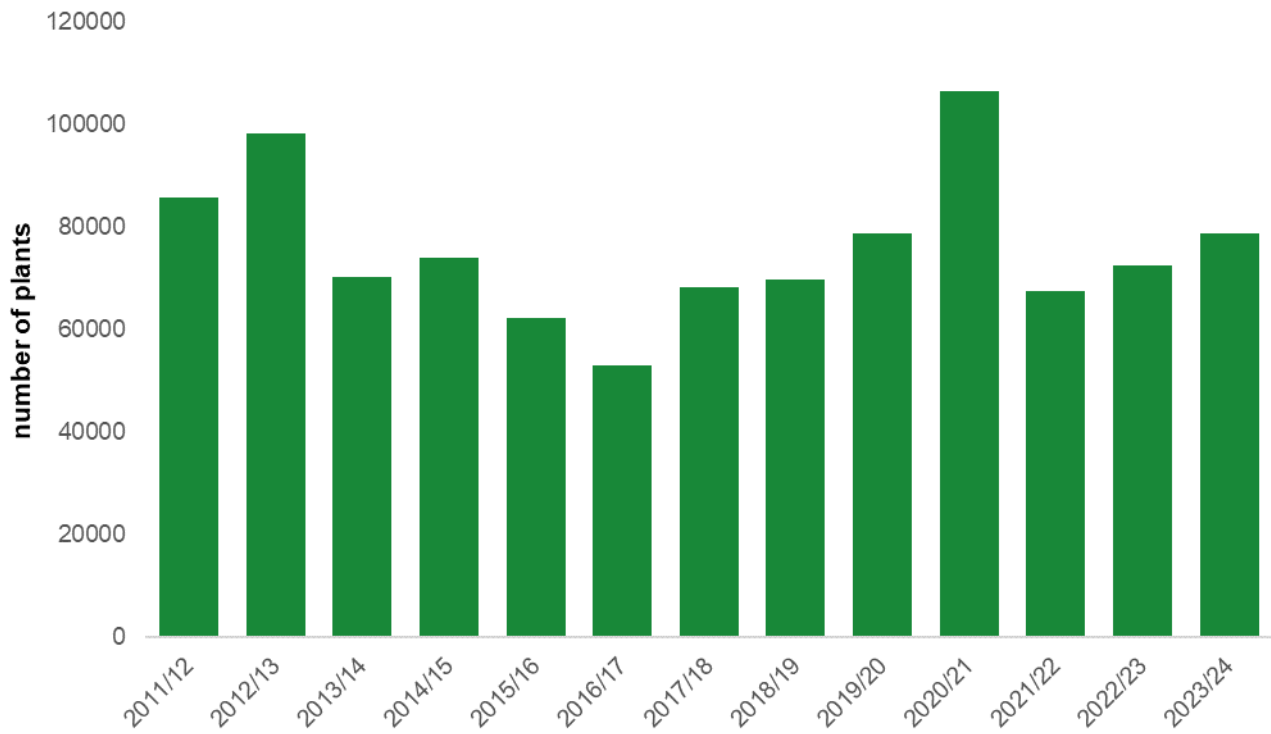


Figure 10: New plants in parks and street gardens

How we do it

Tree planting

We plant trees in our streets, parks and properties across the local area.

Our qualified arborists select trees with the objective of planting the right tree, in the right place, at the right time. This includes selecting appropriate planting sites and species, ensuring quality tree supply, and establishing the trees with frequent maintenance in the first 2 years.

New plants in parks and street gardens

We plant shrubs, grasses and understorey plantings in parks and streetscapes across the local area.

We increase our green areas by converting previously paved areas to new garden beds and infill planting in existing garden beds.

Parks and open space

We manage accessible parks and open spaces for play, nature conservation and outdoor enjoyment.

Park assets are vital for community health and wellbeing and for improving the quality of the urban environment. They include parks and reserves, playgrounds, streetscapes, verges, community food gardens, and bush restoration and habitat spaces.

With our increasing population we aim to increase the area of parks and open space in line with the [open space, sports and recreational needs study](#).

Native bush restoration

We protect, expand and improve the condition of bush restoration areas across the local area. These areas aim to improve the biodiversity of plants and animals.

Our qualified bush regenerators work to establish structurally complex bush areas, improve plant growth, suppress weeds and create habitat.

Tiny forest as public art

The Barlow Street Forest is both a public art installation and a tiny forest, situated in the dense urban environment of Haymarket. Created by the Dirt Witches, a collaborative environmental group, this microforest is made up of a wide variety of local species, including plants belonging to the critically endangered eastern suburbs banksia scrub and coastal swamp forests that once existed in inner and eastern Sydney.

As an artwork, it serves as a poetic reminder of the 5,300 hectares of scrub that once stretched between Botany Bay (Kamay) and North Head (Car-rang-gel).

The Barlow Street Forest began as a temporary laneway artwork commissioned in 2021 to reactivate the city during the Covid pandemic. The Dirt Witches group volunteered to maintain the garden initially as an activist environmental art project, in response to the catastrophic bushfires of 2020. Following significant community support the artwork was made

permanent as part of the George Street south pedestrianisation project.

The permanent Barlow Street Forest was opened in November 2023, during the celebrations for the opening of George Street south following the pedestrianisation works. The official opening included a procession performance by members of the Dirt Witches from Sydney Town Hall along George Street to the microforest.

Refreshing green spaces

We continue to renew parks across the city as part of our ongoing yearly asset renewal program to ensure parks are safe, in good condition, are well presented and meet the needs of our communities. Renewal works include new playgrounds, pathways, furniture and landscaping.



Dirt Witches bless the forest during the George Street south pedestrianisation and Barlow Street Forest launch. (Photo by Katherine Griffiths / City of Sydney)

In the past year renewal works were completed at:

- Peace Park, Chippendale
- Michael Kelly Reserve, Newtown
- Prince Alfred Park, Surry Hills
- Butterscotch Park, Rosebery
- Ethel Street Playground, Erskineville
- Blackwattle Bay Playground, Glebe
- Fred Miller Reserve, Surry Hills
- Sydney Park, Alexandria
- Federal Park, Annandale

To ensure our natural sports fields are fit for play we completed yearly renovations including returfing and soil improvements. Drainage was improved at Alan Davidson Oval to increase the resilience and performance of the field in high rainfall events.

We've continued to green our streets, replacing hard surfaces with plants and grass. The greening of streetscapes has increased by more than one hectare during the year.



Ethel Street Playground, Erskineville (Photo by Will Jones / City of Sydney)

Action for our city

Our vision is for a greener Sydney that will help improve everyone’s health and wellbeing, reduce urban heat impacts and bring nature into the city. Our commitment to green living focuses on providing everyone with access to quality green spaces and supports the biodiversity of our city as part of a healthy ecosystem.

Experts forecast that by 2050 Sydney will be hotter and more susceptible to extreme or prolonged drought, as well as high rainfall periods. We’re focused on ensuring our tree canopy is resilient – planting the right kinds of trees at the right time and in the right places has never been more important.

Our results

Every 2 years we measure how green our city is by using specialised high-resolution aerial imagery to measure tree canopy cover (trees over 3m) and overall green cover (trees, plants and grass). The latest measurement in February 2024 showed our canopy is at 20.9%, an increase on our 2008 baseline of 15.5%, while total green cover is 33.2%.

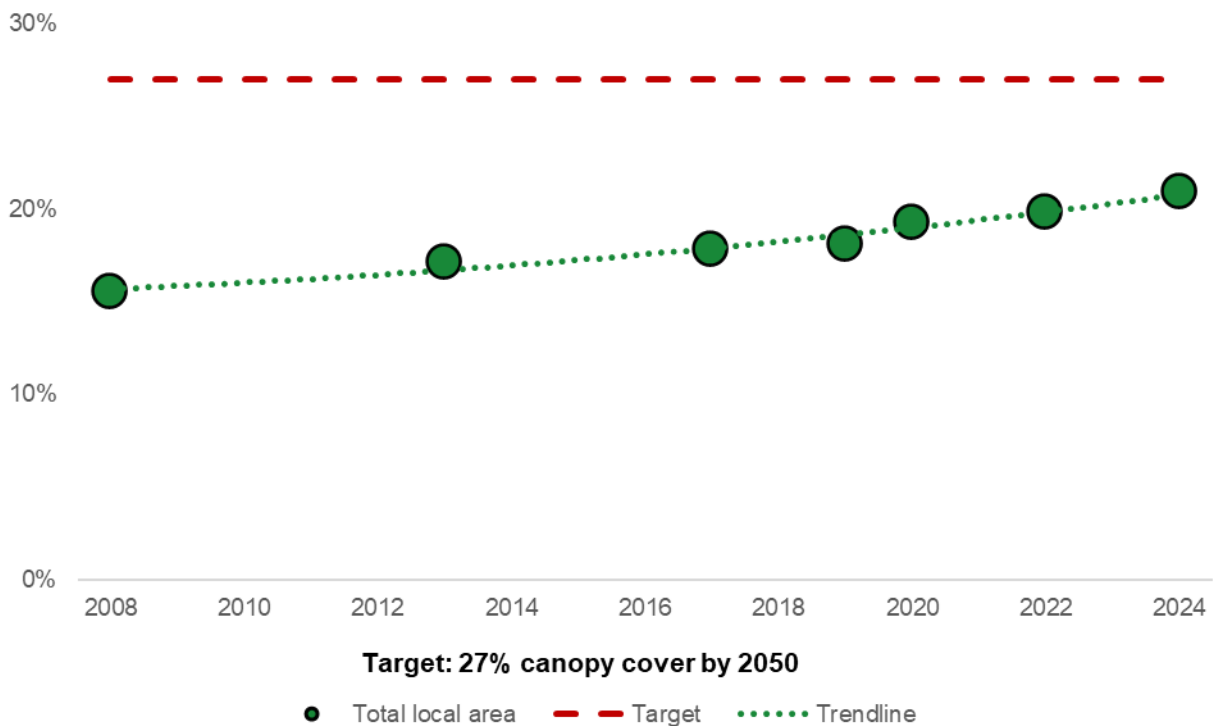


Figure 11: Local area canopy coverage

The analysis extends to canopy cover in the 3 broad land uses: streets, parks and property. Each has specific targets to ensure comprehensive urban forest benefits.

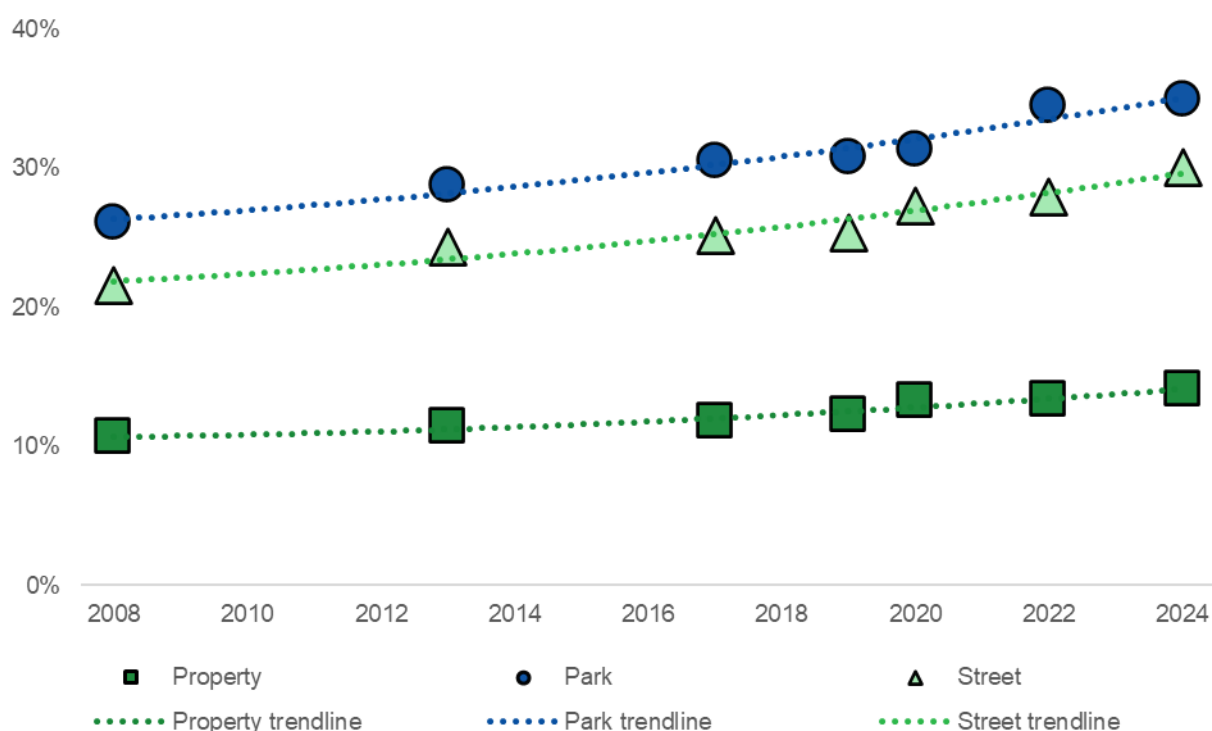


Figure 12: Canopy coverage by location type

	2008 coverage	2024 coverage	2030 target	2050 target
Streets	21.5%	30.1%	31%	34%
Parks	26.1%	35%	39%	46%
Property	10.7%	14.1%	16%	20%

Table 3: Tree canopy coverage results by land use type

These results show we're steadily advancing towards our 2030 and 2050 canopy cover targets through a shared commitment to a greener, cooler and calmer city. From residents caring for their trees and gardens, and planners and developers protecting and planting new trees to many professions in our organisation who assist with planning, management and care of our city.

Community volunteering

In 2023/2024 we continued to support 4 Landcare / Bushcare groups with around 50 volunteers who regularly work in bush restoration areas across the local area. Around 600 garden members participated in activities at 19 community gardens. Volunteers contributed 2,600 hours of work at Sydney City Farm in 2023/24.

Three planting activities were held on National Tree Day in July 2023. At Prince Alfred Park, Surry Hills, 250 community volunteers planted 5,000 native grasses, groundcovers and flowering herbs, to restore a native meadow area and create habitat for insects, small birds and lizards. In Glebe, 150 students from Forest Lodge Public School planted 80 native shrubs. At Wentworth Park, volunteers from the Pymont Ultimo Landcare Group planted 100 native trees, shrubs and groundcovers with local children.

How we do it

Community engagement programs

We improve gardening skills and confidence through programs at Sydney City Farm.

We program activities to promote our communities understanding of the biodiversity in our city.

Community gardens

We have 19 approved community gardens, providing spaces for our communities that promote environmental education and sustainable food production. The gardens also provide opportunities for social and community development.

Bushcare volunteers

We support biodiversity volunteers who restore local bushland by weeding, growing native

plants, and creating habitat for birds, lizards, insects and other species.

Biodiversity counts

We monitor species diversity through citizen science programs. These programs identify the presence and distribution of local species. We use this data to tailor projects for protecting and enhancing habitats.

Nest box program

We've installed 105 nesting boxes across our parks. Many Australian species use natural tree hollows for breeding, but these are generally limited in urban areas. These nesting boxes provide more habitat for local urban wildlife.

Growing the city farm

Sydney City Farm provides a place for our communities to learn about urban agriculture and sustainable food production. This year we added options to allow more people to benefit from the farm.

Our crop diversity increased with more than 200 different types of fruit, vegetable, herbs and flowers grown this year. These crops are maintained by volunteers.

This year their efforts produced more than 745kg of fresh food for local charities, including culturally significant and interesting foods such as hops, sugar cane, babaco, plantain, taro and pandan.

During NAIDOC Week 2023 Aboriginal educators from Koori Kinnections hosted a community bush food planting day and provided insights into cultural landscape connections and local native plants. Seventy-five visitors got hands-on, planting a new bush food and habitat display in the farm's orchard.

We formalised our city farm team activities. Corporate groups can now get outdoors, work together and learn new skills while giving back to the local community. More than 115 people from 9 businesses have worked at the farm in team building and wellbeing programs. We created a self-guided digital map of the

cropping area to enhance visitor's experiences and allow online exploration of the farm.

National Science Week 2023 was celebrated with a Science of Nature themed event attracting 260 people. The event showcased urban ecology, Aboriginal culture, and how organic farms work with nature to grow food.

Resilient Sydney

Now in its ninth year, the Resilient Sydney program continues to bring the 33 Greater Sydney councils together to strengthen the ability of local government to support community resilience and manage environmental risks.

The Resilience Ambassadors program successfully hosted 4 quarterly meetings with all 33 Sydney councils in 2023/24 sharing key programs, tools and experience to support resilience building with Sydney communities.

Resilient Sydney platform

The Resilient Sydney data platform continues to grow, providing Greater Sydney councils with the datasets they need to measure, analyse and develop strategies to reduce environmental impact and greenhouse emissions in their local area. This year the platform was significantly upgraded to align data methodologies, inclusions and assumptions with the latest census reporting.

The platform provides more than 10 years of data on greenhouse gas emissions, energy, water, waste, transport and solar energy generation. It is now used by 357 council and state government employees.

Resilient Sydney hosted 5 masterclasses for platform users on:

- sustainability for apartments
- using the Net Zero App to develop emissions reduction strategies
- new user training.

The workshops were attended by 401 people, representing 859 training hours with an average 4.5/5 satisfaction rating from participants.

Greater Sydney Heat Taskforce

Heat is Australia's deadliest weather-related hazard and heatwaves are major shock events for Greater Sydney. From 2022 to 2024, Resilient Sydney supported the Western Sydney Regional Organisation of Councils to facilitate the Greater Sydney Heat Taskforce. This collaboration of 30 organisations and businesses across health, planning and design, infrastructure, emergency management and community sectors, was set up to develop a region-wide heat smart city plan.

This innovative taskforce, representing many organisations and disciplines, worked together to identify the crucial adaptations and plans needed to reduce health risks in extreme heat.

The Resilient Sydney program provided strategic direction and advice, assisted with recruitment and one-to-one briefings of taskforce members, presented to taskforce workshops, reviewed draft reports and project materials, and promoted the taskforce to a broader stakeholder network.

The project was funded by the joint Australian Government – NSW Government National Partnership Agreement on Disaster Risk Reduction.

Partnering to develop the new Resilient Sydney strategy

Extensive engagement with Greater Sydney communities and technical resilience experts was carried out during the year to inform development of a new Resilient Sydney strategy (2025–2030).

More than 1,500 community members responded to targeted surveys. Deep-dive sessions were carried out with 220 community members to identify the core challenges, vulnerabilities and strengths that determine resilience for people in Greater Sydney.

Apartment residents and young people were invited to specific sessions to discuss their particular risk and resilience challenges.

Close to 100 experts shared their knowledge on technical resilience risks during focused workshops. Other workshops focused on expertise from the arts and cultural sector, emergency services sector and leaders from the multicultural sector.

This work is funded under the joint Australian Government – NSW Government National Partnership Agreement on Disaster Risk Reduction.

Greater Sydney Waste Leadership Forum

In May 2023 the City of Sydney hosted the mayoral summit that focused on the urgent need for waste infrastructure planning. CEO Monica Barone, in conjunction with Resilient Sydney, advocated to NSW EPA and other relevant state departments for more collaboration, transparency and leadership to provide necessary waste treatment capacity for the communities of Greater Sydney.

In response to these requests and to facilitate a partnership approach the Greater Sydney Waste Leadership Forum was set up in December 2023. It is chaired by the NSW EPA, with representatives from each of the Sydney regional organisations of councils, the [Parks alliance of councils](#) and Resilient Sydney.



Youth workshop for the new Resilient Sydney strategy (Photo by Cassandra Hanagan / City of Sydney)

The focus of the leadership forum will be to:

- identify and drive completion of priority waste and resource recovery related projects
- identify and seek to resolve barriers to progress
- support ongoing partnership activities within the region
- facilitate the sharing of information, evidence and data to contribute towards achieving agreed priorities.

The leadership forum has met 4 times this year. It is now finalising a 2-year draft waste action plan.

International partnerships

Resilient Sydney remains an active participant in the global Resilient Cities Network. Sydney met with 15 international cities throughout 2023/24. A core theme of these conversations was experiences in responding to the ‘polycrisis’ – the reality of managing multiple shock events at once.

The Resilient Sydney team met quarterly with resilience officers in the Asia–Pacific region and Oceania. Programs on plastic in oceans, climate risk planning, water and waste management are common resilience approaches in our region.

Water stewardship



Water is crucial to the social, economic and environmental **wellbeing** of our city.

Our efforts create a **sustainable, liveable** city with healthy waterways, resilient green spaces and the resource valued by our communities.

Our operations

How we manage water plays an important role in adapting to some of the big challenges our city will face in the future. We need to manage water as efficiently as possible and secure access to drought resilient water sources to support greening and cooling across the city.

We're committed to responsible water management. We've set a target of no increase in potable water use compared to our 2006 baseline, even as we increase our parks and open spaces and add new buildings and community facilities. We focus on efficient practices by using rainwater, stormwater, bore water and water recycling methods.

Our results

In 2023/24 our operational potable water use reduced, compared to the previous year. This is a result of improved billing accuracy and successfully addressing water leaks.

We met our target of zero increase in potable water use against the 2006 baseline, using 365 megalitres, a 15% decrease from the 2006 baseline.

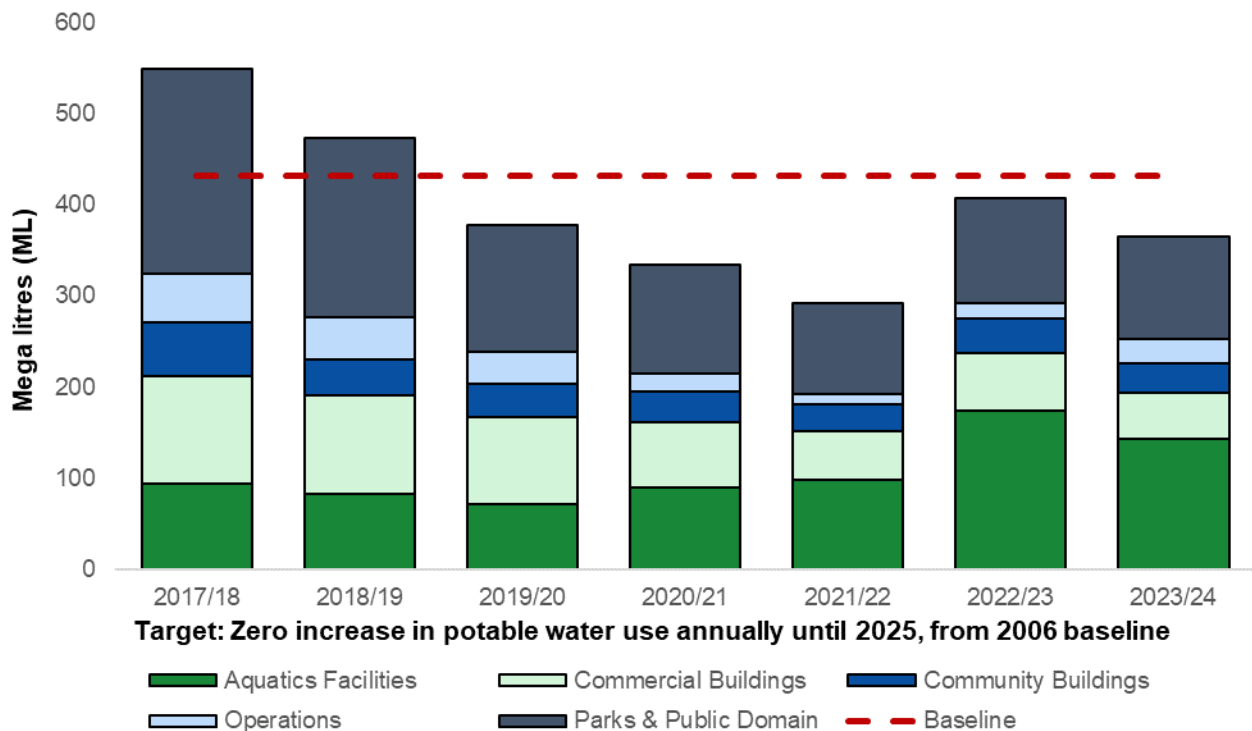


Figure 13: Annual water consumption against baseline, by use category

Since 2006 we've increased the irrigated area in parks by more than 50% while continuing to reduce potable water use. We're now using less water for every square metre of green space we manage.

Our water recycling systems in parks supplied around 53 megalitres of recycled water for irrigation in 2023/24. This is a capacity increase of 8% on the previous year and enough to meet 81% of irrigation demand for the parks supplied by these systems, and 30% for parks overall.

How we do it

Measurement and leak detection

We monitor water consumption through 177 smart water meters installed in our parks and buildings. This data enables us to identify leaks and efficiency improvements.

We benchmark energy and water use in our aquatic centres to proactively identify opportunities for maintenance or equipment upgrades.

Installation of efficient fixtures

We install water efficient taps and toilets in our facilities when building or upgrading a site.

Water efficiency in our parks

We use water efficiently to keep our parks green and healthy. We manage water through operational planning. Employees receive efficiency training and awareness and we set specific service levels for best practice water management.

Remote irrigation management helps us schedule and monitor irrigation and quickly respond to weather conditions. We make sure our irrigation systems are efficient with best practice management throughout the asset lifecycle.

Water harvesting

We have 20 water recycling systems that supply recycled water to our parks and open spaces. These systems source water from ponds and bores, harvested rainwater and stormwater drainage.

We have more than 40 rainwater reuse systems in our properties, including 4 systems we maintain for the use of community gardens. Water from these systems is used for irrigation, to flush toilets, wash vehicles, top-up our swimming pools and to clean our streets.

Medical water gets second life

Royal Prince Alfred Hospital (RPA) and the City of Sydney are leading the way in sustainable water management with a groundbreaking project to capture water from the hospital's dialysis water system.

This system uses reverse osmosis to treat drinking water from a mains water supply into high-quality water that can be used in dialysis treatment.

As the system only delivers the purest water for the RPA's dialysis machines, it also produces leftover water with slightly higher total dissolved solids and sodium levels than drinking water standards. This leftover water was previously discarded.

We've worked closely with RPA to find a second life for this water. It is filtered, has low calcium and magnesium, and is no risk to public health, so it's suitable for street cleansing.

RPA installed two 10,000 litre storage tanks to hold the leftover water, and we support the project with technical advice on pumps, control panels and access arrangements.

This water fill point began operation in July 2023. It provides a new, conveniently located fill point for our cleansing vehicles in the Glebe, Camperdown and Newtown areas.



Royal Prince Alfred Hospital dialysis unit reverse osmosis water reuse fill point (Photo by Nicole Webb / City of Sydney)

This project has several benefits.

- It ensures a valuable resource is not wasted. The leftover water, once destined for the drain, now finds a new purpose.
- Significant water savings by using this readily available water source for street cleansing.
- Location of the water fill point results in reduced truck movements and increased fuel savings.

This collaboration is the first time in Australia that left over water from a hospital's dialysis water system has been harvested for street cleansing. Both parties are proud to be pioneers in this innovative approach to water management.

Smarter irrigation for parks water savings

We're trialling a system that uses real-time soil and weather conditions to determine the best time to irrigate our parks and sports fields.

The Smart Water Asset Network software tool collates data from soil moisture and air temperature sensors, satellite data and Bureau of Meteorology reports to ensure the right volume of water is used at the right time.

We're running the trial in 5 of our major parks, with water use reducing since the trial started.

The 18-month trial will run until 2026 in partnership with Sydney Water.

Harvesting more rainwater

Our rainwater reuse systems are back in action, following a comprehensive repair project that began in 2023.

We carried out thorough site inspections and verified water use with meter data to identify and fix issues. This included blocked inlets, failed UV bulbs and filters, misaligned pipes that limited water capture and equipment failure, such as a corroded pump.

The project also focused on effective rainwater use, by installing new tap handles and hoses, connecting rainwater tanks for toilet flushing and introducing an automatic switch that transitions between rainwater and mains water as needed. This innovative solution maximises rainwater use and avoids service disruptions and plumber callouts.

Detailed asset information is now available in our asset management system, ensuring efficient long-term management of our rainwater assets.

Our rainwater reuse systems are now producing around 20 million litres of water each year. This is more water than we use for Redfern Park, Wentworth Park and Wynyard Park combined, resulting in significant cost savings and environmental benefits.

Employees at our early education centres, community gardens, depots and recreation centres have been enthusiastic in embracing greater use of rainwater and contributed many suggestions on how to make better use of rainwater. KU Phillip Park Children's Centre uses their rainwater tanks in practical demonstrations for their sustainability lessons.



Rainwater tank in use at Newtown Community Garden (Photo by Optimal Stormwater)

Action for our city

We want to manage water responsibly and sustainably while meeting local needs and enhancing liveability and resilience. As our local area grows and the climate changes, more water will be needed for drinking and to green the city and combat the effects of increased heat.

Lack of rain and hotter days puts Sydney’s water storage dams under pressure. This is predicted to occur with growing frequency and longer duration because of climate change. Supporting the use of less potable water means better water security for all of us.

The City of Sydney is surrounded by Sydney Harbour (Warrane), one of the most iconic waterways in the world. As a steward of our local area, our services impact the health and beauty of this waterway and the Cooks River which flows into Botany Bay (Kamay). Action to improve the quality of these waterways is an ongoing effort, with constant improvement year on year.

Our results

Overall potable water use in the local area increased by 21.5% in 2022/23 compared to the year before.

Residential daily water use per person increased by 12% and non-residential water use increased by 3% per square metre from 2021/22.

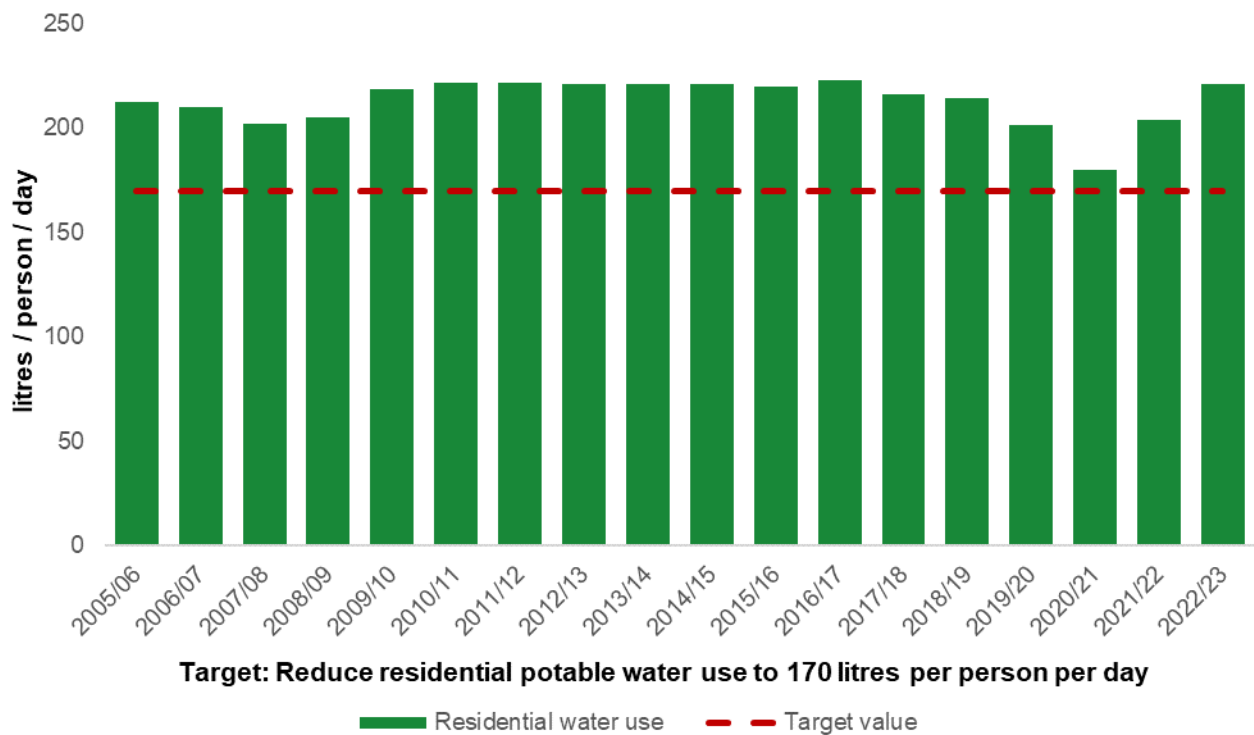


Figure 14: Residential water consumption

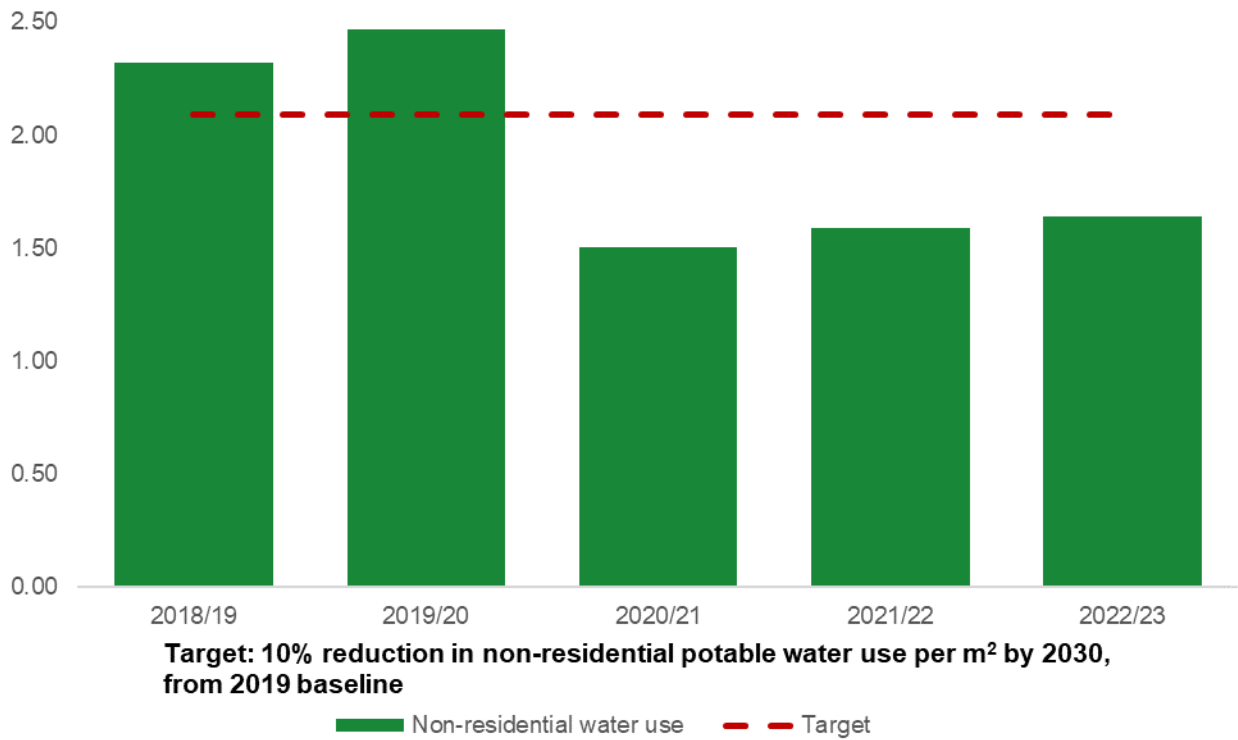


Figure 15: Non-residential water consumption

Water quality results

Our target is to reduce solid waste stormwater pollution by 50% and nutrient stormwater pollution by 15% by 2030, compared to 2006. Solid waste pollution is assessed using total gross pollutants and total suspended solids. Total phosphorous and total nitrogen are used to assess levels of nutrient pollution.

Results in 2024 show we've reduced gross pollutants by 16%, total suspended solids by 11%, total phosphorus by 7% and total nitrogen by 4%. In 2023/24 our network of 47 gross pollutant traps prevented 334 tonnes of rubbish and sediment from entering our waterways. This is an increase from last year.

We track our progress towards these targets using industry standard MUSIC (Model for Urban Stormwater Improvement Conceptualisation) modelling software. This software estimates stormwater pollutant loads and the performance of our existing water quality and water sensitive urban design infrastructure.

How we do it

Measure

We measure water consumption in key sectors through data provided by Sydney Water.

Program delivery

Our Smart Green Apartments program works with building managers to reduce water use. Entertainment and hospitality venues and commercial buildings measure and report on water use and reduction progress through their

involvement with the Sustainable Destination Partnership and Better Buildings Partnership.

Recycled water in Green Square

We manage a recycled water scheme that supplies water to residents and businesses in Green Square for non-potable uses such as laundry use, irrigation, car washing and toilet flushing.

Planning solutions

Water quality requirements are included in the Sydney Development Control Plan 2012 to ensure stormwater discharge from large developments meets high water quality standards.

We encourage new developments in the Green Square town centre to install dual pipes and connect to our stormwater harvesting and reuse scheme.

Waterway health

We improve the health of our waterways by reducing stormwater pollution entering downstream waterways, including Cooks River and Sydney Harbour. We install and maintain water quality treatment systems such as gross pollutant traps, raingardens, wetlands and swales in our stormwater network.

Rubbish and sediment are also removed by street sweeping and routine maintenance of drainage pits and pipes.

We ensure our raingardens are well maintained with guidelines for use by our park maintenance employees.

Collaboration

We work with Sydney Water to support our communities to reduce water use, identify potential water reuse and harvesting schemes, and improve our waterways.

Advocacy

We're an advocate of recycled water infrastructure installation in new buildings, so they can be connected to the recycled water network and reduce unnecessary potable water use.

Supporting our region

Coastal management programs

We support the development of 2 coastal management programs, by providing funding and employee time.

The Greater Sydney Harbour Coastal Management Program project team is managed by the Sydney Coastal Council Group. The group is a collaboration of 33 stakeholders across the catchment. In 2023 the project was rescoped with a greater focus on coastal hazards in the outer harbour catchments.

The Cooks River Coastal Management Program is managed by the Cooks River Alliance. The alliance brings together stakeholders from across the catchment to develop a coastal management program to improve the health of the Cooks River. In 2023/24 the project team completed a coastal hazards assessment and developed hazard assessment mapping outputs to inform the next stage of the program.

Attachment 1: Strategic actions

Environmental Strategy 2021–2025

Direction 1 – Smart and resilient City operations

1. Deliver energy, water and resilience outcomes through City asset design and management
2. Keep City parks green with water efficiency and alternate water sources
3. Regenerate the environment through the City's carbon-neutral commitment
4. Ensure the City's programs and services use resources efficiently
5. Reduce the amount of operational waste sent to landfill through avoidance and resource recovery
6. Reduce embodied carbon in our supply chain and support circular economy outcomes
7. Manage environmental risks and issues

Direction 2 – Efficient, future-proof buildings and transport powered by renewable energy

1. Improve energy efficiency, water efficiency and waste management in existing buildings
2. Drive all new buildings to be resource-efficient and net zero energy
3. Support the transition to zero-emissions transport
4. Encourage community uptake of renewable electricity and stimulate the green economy
5. Support our residents to reduce utility costs and environmental impact

6. Help businesses to reduce utility bills and demonstrate environmental achievement

Direction 3 – Regenerative and inclusive city

1. Incorporate the perspectives of Aboriginal and Torres Strait Islander people in environmental action
2. Address equity issues related to climate change
3. Build community resilience and momentum on climate action
4. Support the development of circular economy systems
5. Drought-proof the city by facilitating water recycling
6. Regenerate polluted waterways, air and land
7. Reduce the amount of residential waste sent to landfill through avoidance and resource recovery

Direction 4 – Strong foundations for delivery

1. Build staff capability to deliver environmental outcomes
2. Deliver high-quality internal and external environmental reporting and communications
3. Employ efficient and effective decision-making processes

Greening Sydney Strategy

Direction 1 – Turn grey to green

- Action 1 – Achieve the targets
- Action 2 – Greener laneways
- Action 3 – Harness innovation, technology and inspiration

Direction 2 – Greening for all

- Action 4 – Equitable greening distribution
- Action 5 – Fair access to quality green spaces
- Action 6 – Adapting for climate
- Action 7 – Growing food locally

Direction 3 – Cool and calm spaces

- Action 8 – Cool the hot spots
- Action 9 – Calm green spaces
- Action 10 – Celebrate water

Direction 4 – Greener buildings

- Action 11 – Green Factor Score
- Action 12 – Increase green roofs & walls
- Action 13 – Planning ahead

Direction 5 – Nature in the City

- Action 14 – Recognise and support Indigenous ecological knowledge
- Action 15 – Strengthen urban nature protection measures
- Action 16 – Urban ecology health check
- Action 17 – Reconnecting with nature

Direction 6 – Greening Together

- Action 18 – Support community participation
- Action 19 – Greening Sydney Fund
- Action 20 – Increase our community engagement

Attachment 2: Memberships

Memberships

Environmental action is about conversations, research, setting policy, taking direct actions, making investments and sharing learnings. We maintain many environmental memberships to enable us to contribute to the conversation, help improve common understanding and to learn, share and support others.

Our memberships that cover environmental, transport and waste related issues are local, regional and international. These include:

- Australian Sustainable Built Environment Council
- Australian Water Association
- C40 Cities
- Carbon Market Institute
- Carbon Neutral Cities Alliance
- Climate Emergency Australia
- Committee for Economic Development Australia
- Council of Capital City Lord Mayors
- Energy Efficiency Council
- Green Building Council of Australia
- Global Covenant of Mayors
- Impact Ecosystems Network
- Infrastructure Sustainability Council
- International Council for Local Environmental Initiatives
- Keep Australia Beautiful NSW
- Local Government NSW
- Materials and Embodied Carbon Leaders' Alliance (MECLA)
- Milan Urban Food Policy Pact
- National Australian Built Environment Ratings (NABERS) Steering Committee
- Property Council of Australia
- Smart Energy Council
- Southern Sydney Regional Organisation of Councils
- Sustainable Business Australia
- The Committee for Sydney
- Waste Management and Resource Recovery Association

