

## **City of Sydney 2024/25 Annual Reporting and Public Presentation of the 2024/25 Financial Statements and Audit Reports to Council**

**File No: X122632**

### **Summary**

At the Council meeting on 27 October 2025, Council received the draft Annual Financial Statements and resolved that notice be given for public presentation of the statements at the Council meeting on 17 November 2025. This report now presents the City of Sydney's Annual Financial Statements for 2024/25 and the auditor's reports to the public.

As noted in the 27 October 2025 Council report, the Income Statement for the year ended 30 June 2025 shows a Net Surplus (Net Operating Result) for the year of \$133.5M, in accordance with relevant accounting standards and reporting requirements, against a budget of \$115.4M. The Statement of Financial Position reports Net Assets of \$16.5B, an increase of \$1.5B 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 2025 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 2024/25 for Council endorsement. The Annual Report, including the Delivery Program 2022–26 Progress Report for 2024/25 on operational performance, specific reporting elements and the annual financial statements, meets all legislative reporting requirements. An update on the 10 Targets in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 is provided in the Delivery Program 2022–2026 – Progress Report 2024/25. The Delivery Program reporting requirement is provided at Attachment B and the statutory reporting requirement is provided as Attachment C.

This report presents the 2024/25 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 2024/25 is at Attachment D.

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 2024/25 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 2024/25 is at Attachment E.

## Recommendation

It is resolved that:

- (A) Council present the 2024/25 Annual Financial Statements and auditor's reports to the public as shown at Attachment A to the subject report;
- (B) Council adopt the 2024/25 Annual Financial Reports subject to the receipt of any submissions over the ensuing 7-day period;
- (C) Council endorse the 2024/25 Annual Report, including the Financial Statements, Delivery Program 2022–2026 Progress Report and Statutory Returns for 2024/25 as shown at Attachments A, B and C to the subject report;
- (D) Council note the 2024/25 annual report on the City's Inclusion (Disability) Action Plan 2021–2025 as shown at Attachment D to the subject report;
- (E) Council note the 2024/25 Green Report as shown at Attachment E to the subject report; and
- (F) 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 2024/25 – Financial Statements 2024/25
- Attachment B.** Annual Report 2024/25 – Delivery Program 2022–2026 Annual Progress Report 2024/25
- Attachment C.** Annual Report 2024/25 – Statutory Returns
- Attachment D.** Annual Report 2024/25 – Inclusion (Disability) Action Plan 2021–2025
- Attachment E.** Green Report (Annual Environmental Report) 2024/25



## Background

### Annual Financial Statements

1. The City's Annual Financial Statements were presented to the Corporate, Finance, Tenders and Properties Committee on 20 October 2025. 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 2024/25 Annual Financial Statements were then presented to Council on 27 October 2025.
3. The Financial Statements and the auditor's reports were lodged with the Office of Local Government by the 31 October 2025 statutory deadline.
4. Public notice, via the Sydney Your Say website, commencing on 30 October 2025, was given to advise that the annual Financial Statements and auditor's reports would be presented to the public at the Council meeting of 17 November 2025 (Corporate, Finance, Properties and Tenders Committee meeting on Monday 10 November 2025).
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 7 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 2024/25.
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 2024/25 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 2024/25 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 2024/25 with updated data based on latest information available.
11. The Delivery Program 2022–2026 – Progress Report 2024/25 also provides an update on the 10 Targets in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050.

#### **Annual Report 2024/25 – Inclusion (Disability) Action Plan**

12. This report presents the 2024/25 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 2024/25 is provided as Attachment D to the subject report.
13. A copy of the Annual Report 2024/25 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 2024/25**

14. 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 2024 to 30 June 2025, 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 2024/25 is provided at Attachment E to the subject report.

### **Key Implications**

#### **Strategic Alignment – Sustainable Sydney 2030–2050 Continuing the Vision**

15. 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.
16. The Annual Report and the 4-yearly 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. The next State of our city report will be published in 2028 following local government elections.

17. 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 2022–2026, 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 2024/25 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 2024/25 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.

## Risks

18. The community strategic plan identifies community priorities and aspirations for the local area. While the City of Sydney has a critical role in delivering projects, programs and services that support the community strategic plan, many other levels of government and organisations are also responsible to contribute to the targets and outcomes in the plan.
19. The Risk Appetite Statement provides guidance about the amount of risk the City of Sydney is willing to take in order to achieve our strategic goals, while ensuring the protection of our assets, reputation and the wellbeing of our employees and community.
20. We accept that in order to achieve our strategic vision and objectives that we must accept some risks that are proportionate to the potential reward, especially where growth, transformation and innovation is involved.
21. Our primary objectives in managing risk are to:
- protect the wellbeing of our community, employees and stakeholders
  - safeguard our people, assets, reputation and financial resources

- ensure compliance with applicable laws, regulations and standards
  - enable innovation and growth while balancing potential risks
  - optimise service delivery and operational efficiency.
22. The community strategic plan is consistent with the City of Sydney's risk appetite statement, specifically:
- We comply with our legal and regulatory requirements.
  - We encourage considered risk taking that supports innovation, efficiency and the achievement of our strategic objectives.
23. The Annual Report and Annual Financial Statements provide evidence and contribute to the City's compliance to its legal and regulatory obligations.

### **Financial Implications**

24. The City of Sydney's Income Statement for the year ended 30 June 2025 reports a Net Surplus (Net Operating Result) of \$133.5M against a budget of \$115.4M, and the Balance Sheet reports Net Assets of \$16.5B, reflecting a strong and stable financial position.
25. 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.
26. As the Delivery program 2022-2025 annual progress report for 2024/25, Green Report and Annual Report 2024/25 for the Inclusion (Disability) Action Plan 2021–25 cover work already undertaken, there are no additional financial implications to note.

### **Relevant Legislation**

27. Local Government Act 1993, sections 418 to 420, 428 and 54P of the Local Government Act 1993 and clauses 132, 186, 216T and 217 of the Local Government (General) Regulation 2021 detail the requirements for councils to include in their annual report.
28. 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**

29. 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.
30. 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.
31. Within 5 months after the end of each year, an annual report for that year must be prepared and endorsed.

**Public Consultation**

32. The 2024/25 Annual Financial Statements and auditor's reports were made available for public viewing electronically via Council's website from 30 October 2025 (following endorsement for public exhibition by the Council on 27 October 2025), with printed copies made available upon request.
33. At the time of preparing this report no submissions have been received from the public.

**JEAN-MICHEL CARRIERE**

Executive Director Finance and Procurement

# **Attachment A**

**Annual Report 2024/25 – Financial  
Statements 2024/25**



# General Purpose Financial Statements



Annual Report  
2024/25

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:** James Watkinson Reserve Playground, Pyrmont – Photo by Will Jones / City of Sydney

**Special Purpose Financial Statements cover image:** Aerial shot of Walsh Bay, Sydney harbour bridge and Opera House, Sydney – Photo by Lucinda Varney Airview Group / City of Sydney)

**Special Schedules cover image:** Pyrmont community centre – Photo by Clinton Weaver / City of Sydney



# Council of the City of Sydney

## General Purpose Financial Statements

for the year ended 30 June 2025

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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](http://www.cityofsydney.nsw.gov.au) .

# Council of the City of Sydney

## General Purpose Financial Statements

for the year ended 30 June 2025

## Understanding Council's Financial Statements

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### 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 2025.

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 2025

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

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 issued by 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 27 October 2025.



Clover Moore  
Lord Mayor  
27 October 2025



Robert Kok  
Councillor  
27 October 2025



Monica Barone  
Chief Executive Officer  
27 October 2025



Jean-Michel Carriere  
Responsible Accounting Officer  
27 October 2025

# Council of the City of Sydney

## Income Statement

for the year ended 30 June 2025

<i>Original unaudited budget</i> <b>2025</b>	<b>\$ '000</b>		<i>Actual</i> <b>2025</b>	<i>Actual</i> <b>2024</b>
		Notes		
	<b>Income from continuing operations</b>			
419,230	Rates and annual charges	B2-1	<b>420,955</b>	397,592
149,206	User charges and fees	B2-2	<b>162,346</b>	163,152
42,362	Other revenue	B2-3	<b>50,103</b>	41,915
17,477	Grants and contributions provided for operating purposes	B2-4	<b>15,652</b>	16,508
95,048	Grants and contributions provided for capital purposes	B2-4	<b>111,331</b>	117,839
34,285	Interest and investment income	B2-5	<b>39,676</b>	39,591
88,075	Other income	B2-6	<b>109,685</b>	100,738
–	Net gain from the disposal of assets	B4-1	<b>–</b>	17,242
<b>845,683</b>	<b>Total income from continuing operations</b>		<b>909,748</b>	894,577
	<b>Expenses from continuing operations</b>			
289,337	Employee benefits and on-costs	B3-1	<b>306,623</b>	276,897
244,959	Materials and services	B3-2	<b>286,173</b>	299,048
–	Borrowing costs	B3-3	<b>211</b>	216
69,197	Other expenses	B3-5	<b>46,497</b>	46,557
–	Net loss from the disposal of assets	B4-1	<b>6,568</b>	–
	<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>646,072</b>	622,718
<b>603,493</b>				
	<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>263,676</b>	271,859
<b>242,190</b>				
126,789	Depreciation, amortisation and impairment of non-financial assets	B3-4	<b>130,214</b>	123,938
<b>115,401</b>	<b>Operating result from continuing operations</b>		<b>133,462</b>	147,921
<b>115,401</b>	<b>Net operating result for the year attributable to Council</b>		<b>133,462</b>	147,921
	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>22,131</b>	30,082
<b>20,353</b>				

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 2025

<b>\$ '000</b>	Notes	<b>2025</b>	<b>2024</b>
<b>Net operating result for the year – from Income Statement</b>		<b>133,462</b>	147,921
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	<b>1,116,252</b>	369,891
Movement in Trust Assets reserve - Crown land revaluation	C1-8	<b>201,866</b>	160,390
<b>Total items which will not be reclassified subsequent to operating result</b>		<b>1,318,118</b>	530,281
<b>Total comprehensive income for the year attributable to Council</b>		<b>1,451,580</b>	678,202

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 2025

\$ '000	Notes	2025	2024
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	59,230	65,735
Investments	C1-2	520,800	529,500
Receivables	C1-4	42,535	54,785
Inventories	C1-5	417	388
Contract assets	C1-6	17,560	16,736
Other	C1-11a	11,626	10,942
Non-current assets classified as 'held for sale'	C1-7	200,597	192,817
<b>Total current assets</b>		<b>852,765</b>	<b>870,903</b>
<b>Non-current assets</b>			
Investments	C1-2	184,950	171,100
Receivables	C1-4	54,127	23,646
Infrastructure, property, plant and equipment (IPPE)	C1-8	15,219,212	13,729,876
Investment property	C1-9	551,793	530,878
Intangible assets	C1-10	34,715	41,431
Right of use assets	C2-1	9,652	10,005
Other	C1-11	56	70
<b>Total non-current assets</b>		<b>16,054,505</b>	<b>14,507,006</b>
<b>Total assets</b>		<b>16,907,270</b>	<b>15,377,909</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	195,685	118,506
Contract liabilities	C3-2	46,669	37,295
Lease liabilities	C2-1	341	320
Employee benefit provisions	C3-4	76,129	70,867
Provisions	C3-5	13,019	16,291
<b>Total current liabilities</b>		<b>331,843</b>	<b>243,279</b>
<b>Non-current liabilities</b>			
Contract liabilities	C3-2	54,132	66,734
Lease liabilities	C2-1	10,426	10,752
Employee benefit provisions	C3-4	2,388	2,063
Provisions	C3-5	22,283	20,464
<b>Total non-current liabilities</b>		<b>89,229</b>	<b>100,013</b>
<b>Total liabilities</b>		<b>421,072</b>	<b>343,292</b>
<b>Net assets</b>		<b>16,486,198</b>	<b>15,034,617</b>
<b>EQUITY</b>			
Accumulated surplus		4,724,346	4,590,884
IPPE revaluation surplus	C4-1	7,910,400	6,794,148
Trust Assets Reserve	C4-1	3,851,452	3,649,586
<b>Total equity</b>		<b>16,486,198</b>	<b>15,034,618</b>

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 2025

\$ '000	Notes	2025				2024			
		Accumulated surplus	IPPE revaluation surplus	Trust assets reserve	Total equity	Accumulated surplus	IPPE revaluation surplus	Trust assets reserve	Total equity
Opening balance at 1 July		4,590,884	6,794,148	3,649,586	15,034,618	4,442,963	6,424,257	3,489,196	14,356,416
<b>Opening balance</b>		<b>4,590,884</b>	<b>6,794,148</b>	<b>3,649,586</b>	<b>15,034,618</b>	<b>4,442,963</b>	<b>6,424,257</b>	<b>3,489,196</b>	<b>14,356,416</b>
Net operating result for the year		133,462	–	–	133,462	147,921	–	–	147,921
<b>Net operating result for the year</b>		<b>133,462</b>	<b>–</b>	<b>–</b>	<b>133,462</b>	<b>147,921</b>	<b>–</b>	<b>–</b>	<b>147,921</b>
<b>Other comprehensive income</b>									
Gain/(loss) on revaluation of infrastructure, property, plant and equipment	C1-8	–	1,116,252	201,866	1,318,118	–	369,891	160,390	530,281
<b>Other comprehensive income</b>		<b>–</b>	<b>1,116,252</b>	<b>201,866</b>	<b>1,318,118</b>	<b>–</b>	<b>369,891</b>	<b>160,390</b>	<b>530,281</b>
<b>Total comprehensive income</b>		<b>133,462</b>	<b>1,116,252</b>	<b>201,866</b>	<b>1,451,580</b>	<b>147,921</b>	<b>369,891</b>	<b>160,390</b>	<b>678,202</b>
Transfers between equity items		–	–	–	–	–	–	–	–
<b>Closing balance at 30 June</b>		<b>4,724,346</b>	<b>7,910,400</b>	<b>3,851,452</b>	<b>16,486,198</b>	<b>4,590,884</b>	<b>6,794,148</b>	<b>3,649,586</b>	<b>15,034,618</b>

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 2025

<i>Original unaudited budget 2025</i>	<i>\$ '000</i>	<i>Notes</i>	<i>Actual 2025</i>	<i>Actual 2024</i>
<b>Cash flows from operating activities</b>				
<b>Receipts:</b>				
419,909	Rates and annual charges		<b>420,927</b>	396,857
147,755	User charges and fees		<b>175,413</b>	174,018
34,285	Interest received		<b>41,105</b>	35,916
106,674	Grants and contributions		<b>135,237</b>	102,760
–	Bonds, deposits and retentions received		<b>8,409</b>	13,603
126,552	Other receipts from Operating Activities		<b>187,176</b>	161,588
<b>Payments:</b>				
(283,439)	Payments to employees		<b>(293,292)</b>	(271,893)
(225,949)	Payments for materials and services		<b>(362,954)</b>	(339,586)
–	Borrowing costs		<b>(211)</b>	(216)
–	Bonds, deposits and retentions refunded		<b>(10,708)</b>	(8,929)
(67,745)	Other payments for Operating Activities		<b>(39,469)</b>	(49,770)
<b>258,042</b>	<b>Net cash provided by operating activities</b>	G1-1(a)	<b>261,633</b>	214,348
<b>Cash flows from investing activities</b>				
<b>Receipts:</b>				
19,500	Sale/Redemption of investment securities - Floating Rate Notes		<b>19,500</b>	23,700
510,000	Redemption of term deposits		<b>510,000</b>	510,000
–	Sale of investment property		<b>2,897</b>	–
166,896	Sale of infrastructure, property, plant and equipment and non-current assets held for sale		<b>3,723</b>	18,566
2,607	Sale of intangible assets		<b>–</b>	–
<b>Payments:</b>				
–	Purchase of investments - Floating Rate Notes		<b>(40,650)</b>	(39,750)
(484,636)	Acquisition of term deposits		<b>(494,000)</b>	(525,000)
(103,909)	Payments for investment property - acquisition and works		<b>(1,487)</b>	(11,448)
(348,709)	Payments for IPPE		<b>(254,675)</b>	(177,528)
(24,000)	Purchase of intangible assets		<b>(13,127)</b>	(7,731)
<b>(262,251)</b>	<b>Net cash flows from investing activities</b>		<b>(267,819)</b>	(209,191)
<b>Cash flows from financing activities</b>				
<b>Payments:</b>				
–	Principal component of lease payments		<b>(319)</b>	(293)
–	<b>Net cash flows from financing activities</b>		<b>(319)</b>	(293)
<b>(4,209)</b>	<b>Net change in cash and cash equivalents</b>		<b>(6,505)</b>	4,864
64,099	Cash and cash equivalents at beginning of year		<b>65,735</b>	60,871
<b>59,890</b>	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>59,230</b>	65,735
638,295	plus: Investments on hand at end of year	C1-2	<b>705,750</b>	700,600
<b>698,185</b>	<b>Total cash, cash equivalents and investments</b>		<b>764,980</b>	766,335

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



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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### A About Council and these financial statements

#### A1-1 Basis of preparation

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These financial statements were authorised for issue by Council on 27 October 2025. 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 2025

### A1-1 Basis of preparation (continued)

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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 have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2025.

Council's assessment of these new standards and interpretations expected to have an impact on the Council's future financial performance and financial position is set out below:

#### **AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments [AASB 7 and AASB 9]**

This Standard amends AASB 7 and AASB 9 in response to feedback from the 2022 Post-implementation Review of the classification and measurement requirements in AASB 9 and related requirements in AASB 7 and the subsequent 2023 Exposure Draft.

This Standard amends requirements related to:

- (a) settling financial liabilities using an electronic payment system; and
- (b) assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features.

This Standard also amends disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and adds disclosure requirements for financial instruments with contingent features that do not relate directly to basic lending risks and costs.

The Council's financial assets consist mainly of term deposits and floating rate notes (FRNs), both considered financial instruments. Given their straightforward nature and the Council's investment policies, these amendments are unlikely to materially affect their classification or measurement.

This Standard is effective for annual reporting periods beginning on or after 1 January 2026, and accordingly will first apply to the Council's financial statements for the year ending 30 June 2027.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### A1-1 Basis of preparation (continued)

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#### **New accounting standards adopted during the year**

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025.

The following new standard is effective for the first time at 30 June 2025:

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

The adoption of this standard do not have a material impact on the 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 2025

### 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 <sup>1</sup></i>		<i>Carrying amount of assets</i>	
	<i>2025</i>	<i>2024</i>	<i>2025</i>	<i>2024</i>	<i>2025</i>	<i>2024</i>	<i>2025</i>	<i>2024</i>	<i>2025</i>	<i>2024</i>
<b>Functions or activities</b>										
Responsible governance and stewardship	<b>193,108</b>	194,312	<b>273,070</b>	266,389	<b>(79,962)</b>	(72,077)	<b>2,024</b>	2,184	<b>6,147,027</b>	5,614,380
A leading environmental performer	<b>4,203</b>	3,623	<b>110,016</b>	108,064	<b>(105,813)</b>	(104,441)	<b>3,059</b>	2,369	<b>404,582</b>	394,830
Public places for all	<b>123,170</b>	123,682	<b>170,745</b>	161,978	<b>(47,575)</b>	(38,296)	<b>59,476</b>	60,091	<b>10,011,528</b>	9,002,511
Design excellence and sustainable development	<b>20,816</b>	23,958	<b>50,708</b>	49,211	<b>(29,892)</b>	(25,253)	<b>15,568</b>	12,168	<b>180,720</b>	204,989
A city for walking, cycling and public transport	<b>95,875</b>	100,961	<b>15,497</b>	15,423	<b>80,378</b>	85,538	<b>23,809</b>	35,946	<b>82,893</b>	82,512
An equitable and inclusive city	<b>15,393</b>	13,945	<b>49,525</b>	43,863	<b>(34,132)</b>	(29,918)	<b>13,195</b>	11,979	<b>2,079</b>	2,214
Resilient and diverse communities	<b>58,420</b>	58,197	<b>57,175</b>	56,452	<b>1,245</b>	1,745	<b>2,273</b>	2,429	<b>5,336</b>	3,135
A thriving cultural and creative life	<b>5,421</b>	1,559	<b>14,912</b>	12,662	<b>(9,491)</b>	(11,103)	<b>2,415</b>	697	<b>70,769</b>	71,303
A transformed and innovative economy	<b>97</b>	142	<b>31,864</b>	30,163	<b>(31,767)</b>	(30,021)	<b>–</b>	–	<b>2,336</b>	2,035
Housing for all	<b>–</b>	–	<b>2,774</b>	2,451	<b>(2,774)</b>	(2,451)	<b>–</b>	–	<b>–</b>	–
General purpose income <sup>2</sup>	<b>393,245</b>	374,197	<b>–</b>	–	<b>393,245</b>	374,197	<b>5,164</b>	6,484	<b>–</b>	–
<b>Total functions and activities</b>	<b>909,748</b>	<b>894,576</b>	<b>776,286</b>	<b>746,656</b>	<b>133,462</b>	<b>147,920</b>	<b>126,983</b>	<b>134,347</b>	<b>16,907,270</b>	<b>15,377,909</b>

(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 2025

### B1-2 Components of functions or activities

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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 2025

### B2 Sources of income

#### B2-1 Rates and annual charges

\$ '000	2025	2024
<b>Ordinary rates</b>		
Residential	99,503	93,088
Business	255,249	241,805
Less: pensioner rebates (mandatory)	(445)	(428)
Less: pensioner rebates (Council policy)	(2,286)	(2,094)
<b>Rates levied to ratepayers</b>	<b>352,021</b>	<b>332,371</b>
Pensioner rate subsidies received	240	231
<b>Total ordinary rates</b>	<b>352,261</b>	<b>332,602</b>
<b>Annual charges (pursuant to s496, 496A, 496B, 501 &amp; 611)</b>		
Domestic waste management services	67,942	64,159
Stormwater management services	2,124	2,100
Less: pensioner rebates (mandatory)	(257)	(248)
Less: pensioner rebates (Council policy)	(1,254)	(1,155)
<b>Annual charges levied</b>	<b>68,555</b>	<b>64,856</b>
Pensioner annual charges subsidies received:		
– Domestic waste management	139	134
<b>Total annual charges</b>	<b>68,694</b>	<b>64,990</b>
<b>Total rates and annual charges</b>	<b>420,955</b>	<b>397,592</b>

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	2025	2024
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s608)</b>		
Planning and building regulation	19,789	21,074
Private works – section 67	8,423	9,060
Health inspections	1,849	2,295
<b>Total fees and charges – statutory/regulatory</b>	<b>30,061</b>	<b>32,429</b>



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-2 User charges and fees (continued)

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s608))</b>		
Child care	1,310	1,140
Advertising space income	20,564	20,096
Parking meter income	44,083	41,926
Parking station income	10,946	10,695
Recreation facilities hire	24,314	24,854
Venue hire	7,986	7,570
Workzone and filming fees	15,102	15,956
Other	7,980	8,486
<b>Total fees and charges – other</b>	<b>132,285</b>	<b>130,723</b>
<b>Total user charges and fees</b>	<b>162,346</b>	<b>163,152</b>
<b>Timing of revenue recognition for user charges and fees</b>		
User charges and fees recognised over time	54,531	56,659
User charges and fees recognised at a point in time	107,815	106,493
<b>Total user charges and fees</b>	<b>162,346</b>	<b>163,152</b>

#### 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

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
Ex gratia rates	748	708
Fines	42,013	40,209
Sponsorship and donations	158	154
Other	7,184	844
<b>Total other revenue</b>	<b>50,103</b>	<b>41,915</b>
<b>Timing of revenue recognition for other revenue</b>		
Other revenue recognised over time	–	–
Other revenue recognised at a point in time	50,103	41,915
<b>Total other revenue</b>	<b>50,103</b>	<b>41,915</b>

#### 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.

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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-3 Other revenue (continued)

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

<b>\$ '000</b>	<b>Operating 2025</b>	<b>Operating 2024</b>	<b>Capital 2025</b>	<b>Capital 2024</b>
<b>General purpose grants and non-developer contributions (untied)</b>				
<b>Financial Assistance Grant</b>				
Related to current year	1,183	57	–	–
Prepayment received in advance for subsequent year <sup>1</sup>	3,981	6,427	–	–
<b>Amount recognised as income during current year</b>	<b>5,164</b>	<b>6,484</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>				
<b>Cash contributions</b>				
Child care	3,079	2,794	–	–
Environmental programs	10	–	105	242
Library	709	679	–	–
Community and recreation	2,434	2,428	423	–
Transport (other roads and bridges funding)	963	846	18,581	13,008
External contributions to capital projects	–	–	6,347	440
Other contributions	3,293	3,277	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>	<b>10,488</b>	<b>10,024</b>	<b>25,456</b>	<b>13,690</b>
<b>Non-cash contributions</b>				
Land dedications	–	–	6,077	36,982
<b>Total other contributions – non-cash</b>	<b>–</b>	<b>–</b>	<b>6,077</b>	<b>36,982</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>	<b>10,488</b>	<b>10,024</b>	<b>31,533</b>	<b>50,672</b>
<b>Total grants and non-developer contributions</b>	<b>15,652</b>	<b>16,508</b>	<b>31,533</b>	<b>50,672</b>
<b>Comprising:</b>				
– Commonwealth funding	7,956	8,895	2,597	–
– State funding	4,631	4,336	16,512	13,251
– Other funding	3,065	3,277	12,424	37,421
	<b>15,652</b>	<b>16,508</b>	<b>31,533</b>	<b>50,672</b>

(1) The 2025 – 2026 Financial Assistance Grant from Commonwealth Government was received by NSW Council in June 2025 and hence is reported as 2024 – 2025 income although it relates to 2025 – 2026 financial year.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-4 Grants and contributions (continued)

#### Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>Developer contributions:</b> <b>(s7.4 &amp; s7.11 - EP&amp;A Act, s61 of the City of Sydney Act):</b>					
	G5				
<b>Cash contributions</b>					
S 7.4 – contributions using planning agreements		–	–	1,291	7,059
S 7.11 – contributions towards amenities/services		–	–	8,074	15,939
S 7.12 – fixed development consent levies		–	–	37,678	39,545
S 61 – fixed development consent levies		–	–	2,492	607
<b>Total developer contributions – cash</b>		<b>–</b>	<b>–</b>	<b>49,535</b>	<b>63,150</b>
<b>Non-cash contributions</b>					
S 7.4 – contributions using planning agreements <sup>1</sup>		–	–	7,817	(1,287)
S 7.11 – contributions towards amenities/services		–	–	22,446	5,304
<b>Total developer contributions non-cash</b>		<b>–</b>	<b>–</b>	<b>30,263</b>	<b>4,017</b>
<b>Total contributions</b>		<b>–</b>	<b>–</b>	<b>79,798</b>	<b>67,167</b>
<b>Total grants and contributions</b>		<b>15,652</b>	<b>16,508</b>	<b>111,331</b>	<b>117,839</b>
<b>Timing of revenue recognition</b>					
Grants and contributions recognised over time		2,482	3,294	19,109	13,251
Grants and contributions recognised at a point in time		13,170	13,214	92,222	104,588
<b>Total grants and contributions</b>		<b>15,652</b>	<b>16,508</b>	<b>111,331</b>	<b>117,839</b>

(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.

#### 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 2025	Operating 2024	Capital 2025	Capital 2024
<b>Grants</b>				
Unspent funds at 1 July	1,171	3,538	86	529
<b>Add:</b> Funds received and not recognised as revenue in the current year	107	1,129	2,208	6
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	–	(2,227)	–	–
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	(804)	(1,269)	(35)	(357)
<b>Less:</b> Funds received in prior year but not spent and returned in current year	(364)	–	–	(92)

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-4 Grants and contributions (continued)

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>Unspent grants at 30 June</b>	<b>110</b>	<b>1,171</b>	<b>2,259</b>	<b>86</b>
<b>Contributions <sup>2</sup></b>				
Unspent cash contributions and future works receivable at 1 July	–	–	<b>75,056</b>	88,353
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	<b>32,082</b>	15,018
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	<b>(16,818)</b>	(28,315)
<b>Unspent contributions at 30 June</b>	<b>–</b>	<b>–</b>	<b>90,320</b>	<b>75,056</b>

(2) 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).

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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-4 Grants and contributions (continued)

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	2025	2024
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	790	595
– Cash and investments	38,886	38,996
<b>Total interest and investment income</b>	<b>39,676</b>	<b>39,591</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	790	595
General Council cash and investments	21,431	22,858
<b>Restricted investments/funds – external:</b>		
Developer contributions		
– Planning agreements/bonus floorspace levy	1,554	1,963
Domestic waste management operations	1,965	2,223
Specific Purpose Unexpended Grants	93	98
<b>Allocated investments/funds – internal:</b>		
Internally allocated assets	13,843	11,854
<b>Total interest and investment income</b>	<b>39,676</b>	<b>39,591</b>

### B2-6 Other income

\$ '000	Notes	2025	2024
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		26,418	12,253
<b>Total fair value increment on investment properties</b>	C1-9	<b>26,418</b>	<b>12,253</b>
<b>Rental income</b>			
<b>Investment properties</b>			
Lease income - investment properties		21,164	23,471
<b>Total investment properties lease income</b>		<b>21,164</b>	<b>23,471</b>
<b>Other commercial property income</b>			
Lease income from Council properties not classified as Investment Property under AASB 140		43,648	44,991
Lease income relating to variable lease payments not dependent on an index or a rate		18,455	20,023
<b>Total other lease income</b>		<b>62,103</b>	<b>65,014</b>
<b>Total rental income</b>	C2-2	<b>83,267</b>	<b>88,485</b>

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B2-6 Other income (continued)

<b>Total other income</b>	<b>109,685</b>	<b>100,738</b>
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## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
Salaries and wages	243,882	224,416
Travel expenses	160	183
Employee leave entitlements (ELE)	29,821	25,571
Superannuation – defined contribution plans	24,924	21,394
Superannuation – defined benefit plans	2,693	3,152
Workers' compensation insurance	10,134	6,115
Fringe benefit tax (FBT)	507	448
Training costs (other than salaries and wages)	1,750	1,817
Other	1,614	1,769
<b>Total employee costs</b>	<b>315,485</b>	<b>284,865</b>
Less: capitalised costs	(8,862)	(7,968)
<b>Total employee costs expended</b>	<b>306,623</b>	<b>276,897</b>

### 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

<b>\$ '000</b>	<b>Notes</b>	<b>2025</b>	<b>2024</b>
Advertising		765	635
Asset maintenance and minor purchases		10,022	9,881
Audit Fees	F2-1	312	331
Bank charges		2,062	2,116
Books and periodicals		117	104
<b>Contractor and consultancy costs:</b>			
– Building and facilities management		65,740	66,173
– City infrastructure management		12,551	16,167
– Consultancies		2,727	3,472
– Parks management		25,920	24,393
– Project costs and minor contracts		36,721	54,210
– Waste disposal, recycling and graffiti removal		41,606	39,649
Election expenses		1,783	–
Computing costs		16,087	14,902

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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B3-2 Materials and services (continued)

\$ '000	Notes	2025	2024
Councillor and Mayoral fees and associated expenses	F1-2	882	919
Event and project costs		17,534	15,317
Insurance		7,159	6,640
Land tax and water rates		2,635	4,149
Parking enforcement – payment to NSW government		3,117	4,380
Property related expenditure - other		4,617	3,468
Postage and couriers		1,732	1,258
Printing and stationery		1,256	1,084
Public domain enhancement contributions		1,717	587
Raw materials and consumables		5,576	4,785
Research and development		318	375
Security		3,459	3,197
Storage		892	837
Street lighting		3,488	4,212
Telephone and communications		2,746	2,511
Utilities		6,224	6,620
<b>Legal expenses:</b>			
– Legal expenses: planning and development		651	579
– Legal expenses: other		1,450	1,605
<b>Lease expenses:</b>			
– Expenses from short-term leases		216	343
– Expenses from leases of low value assets		86	58
– Variable lease expense relating to usage		669	642
Other materials and services		4,098	4,118
<b>Total materials and services</b>		<b>286,935</b>	<b>299,717</b>
Less: capitalised costs		(762)	(669)
<b>Total materials and services</b>		<b>286,173</b>	<b>299,048</b>

### B3-3 Borrowing costs

#### (i) Interest bearing liability costs

Interest expense relating to leases	211	216
<b>Total borrowing costs expensed</b>	<b>211</b>	<b>216</b>

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

\$ '000	Notes	2025	2024
<b>Infrastructure, Property, Plant and Equipment (IPPE)</b>	C1-8		
Plant and equipment		9,065	7,609
Office equipment		3,408	3,704
Furniture and fittings		2,008	3,369
<b>Infrastructure:</b>			
– Buildings – non-specialised		39,380	35,708
– Buildings – specialised		910	820
– Roads		27,112	25,095
– Stormwater drainage		7,771	7,435
– Open space/recreational assets		27,116	25,531
<b>Other assets:</b>			
– Library books		685	730

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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

\$ '000	Notes	2025	2024
– Poles and lighting		3,838	3,737
– Public art / open museum		893	890
<b>Right of use assets</b>	C2-1	367	437
<b>Intangible assets – software (amortisation)</b>	C1-10	7,661	8,873
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>130,214</b>	<b>123,938</b>

### 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	2025	2024
<b>Impairment of receivables</b>			
Rental and sundry debtors		374	2,762
<b>Total impairment of receivables</b>	C1-4	<b>374</b>	<b>2,762</b>
<b>Other</b>			
Contributions/levies to other levels of government		19,700	19,721
Donations, contributions and assistance to other organisations (Section 356)		26,423	24,074
<b>Total other</b>		<b>46,123</b>	<b>43,795</b>
<b>Total other expenses</b>		<b>46,497</b>	<b>46,557</b>



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B4 Gains or losses

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

\$ '000	Notes	2025	2024
<b>Gain (or loss) on disposal of property (excl. investment property)</b>	C1-8		
Proceeds from disposal – property		1,900	27,901
Less: carrying amount of property assets sold/written off		(2,228)	(5,956)
<b>Gain (or loss) on disposal</b>		<b>(328)</b>	<b>21,945</b>
<b>Gain (or loss) on disposal of plant and equipment</b>	C1-8		
Proceeds from disposal – plant and equipment		1,523	485
Less: carrying amount of plant and equipment assets sold/written off		(479)	(123)
<b>Gain (or loss) on disposal</b>		<b>1,044</b>	<b>362</b>
<b>Gain (or loss) on disposal of infrastructure</b>	C1-8		
Proceeds from disposal – infrastructure		–	–
Less: carrying amount of infrastructure assets sold/written off		(1,681)	(5,065)
<b>Gain (or loss) on disposal</b>		<b>(1,681)</b>	<b>(5,065)</b>
<b>Gain (or loss) on disposal of investment property</b>	C1-9		
Proceeds from disposal – investment property		2,897	–
Less: carrying amount of investment property sold/written off		(8,500)	–
<b>Gain (or loss) on disposal</b>		<b>(5,603)</b>	<b>–</b>
<b>Gain (or loss) on disposal of investments</b>	C1-2		
Proceeds from disposal/redemptions/maturities – investments		19,500	23,700
Less: carrying amount of investments sold/redeemed/matured		(19,500)	(23,700)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Gain (or loss) on disposal of term deposits</b>	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		510,000	510,000
Less: carrying amount of term deposits sold/redeemed/matured		(510,000)	(510,000)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Gain (or loss) on disposal of non-current assets classified as ‘held for sale’</b>	C1-7		
Proceeds from disposal – non-current assets ‘held for sale’		300	–
Less: carrying amount of ‘held for sale’ assets sold/written off		(300)	–
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Net gain (or loss) from disposal of assets</b>		<b>(6,568)</b>	<b>17,242</b>

### B5 Performance against budget

#### B5-1 Material budget variations

Council’s original budget was adopted by the Council on 24 June 2024 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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### B5-1 Material budget variations (continued)

**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	2025 Budget	2025 Actual	2025 ----- Variance -----	
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#### Revenues

<b>Other revenues</b>	<b>42,362</b>	<b>50,103</b>	<b>7,741</b>	<b>18%</b>	<b>F</b>
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The favourable variance arose from income recognised through contractual claims related to a deferred payment fee. This fee was contractually agreed as compensation for the delayed settlement of a property divestment.

<b>Operating grants and contributions</b>	<b>17,477</b>	<b>15,652</b>	<b>(1,825)</b>	<b>(10)%</b>	<b>U</b>
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The unfavourable variance relates to Financial Assistance Grants. The budget was prepared on the assumption that the full annual grant would be received, consistent with prior years. However, only 50% of the expected funds were received, with the remainder to be received in 2025/26.

<b>Interest and investment revenue</b>	<b>34,285</b>	<b>39,676</b>	<b>5,391</b>	<b>16%</b>	<b>F</b>
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The favourable variance in interest and investment income was driven by higher cash balances, which resulted in the higher than anticipated interest income, despite a couple of rate cuts during the second half of the year.

<b>Capital grants and contributions</b>	<b>95,048</b>	<b>111,331</b>	<b>16,283</b>	<b>17%</b>	<b>F</b>
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Capital contributions were favourable to budget. The timing of these contributions is difficult to predict. Contributions toward development in the CBD, under the Central Sydney plans, were favourable to budget while outside the CBD contributions were lower than anticipated. In addition, a number of substantial Works in Kind contributions and land dedications were received in particular 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 cash security deposit. The timing of delivery or receipt of these contributions is contingent on development progress and difficult to forecast. The overall variance was further increased with additional capital renewal related contributions from the Federal Government.

<b>Other income</b>	<b>88,075</b>	<b>109,685</b>	<b>21,610</b>	<b>25%</b>	<b>F</b>
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The favourable variance was primarily driven by the annual external revaluation of the City's investment properties, which resulted in a 5% uplift in overall value. This was partially offset by a reduction in commercial property income due to an external review of the QVB management fee. This review, conducted in accordance with the ground lease effective 1 January 2023, led to an increase in the management fee. As the fee is included in the profit share arrangement, the increase resulted in a reduction in overall income.

#### Expenses

<b>Materials and services</b>	<b>244,959</b>	<b>286,173</b>	<b>(41,214)</b>	<b>(17)%</b>	<b>U</b>
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The adopted budget included all waste collection expenses within the Other Expenses category. Following adoption, the waste collection component was separated from the s88 Waste Levy paid to the NSW Government. This allowed the re-classification of the collection costs (\$19.3M) to Materials and Contracts with the balance (approx \$5.4M) 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. These costs were reclassified as operating expenses, as they did not contribute to the enduring benefit of the underlying assets. Such expenditure, typically relating to early-stage activities (e.g. options analysis, asset demolition), was higher than anticipated in the budget. Examples included works in the public domain, new street tree planting, and several Information Technology initiatives. In addition, aquatics facility management fees were budgeted on a net basis. However, the financial statements present both gross income and expenditure, which has significantly increased the reported amount for facility management fees within this category.

<b>Other expenses</b>	<b>69,197</b>	<b>46,497</b>	<b>22,700</b>	<b>33%</b>	<b>F</b>
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The adopted budget included approximately \$24.7M for waste collection within Other Expenses category. Following adoption, the waste collection component was separated from the s88 Waste Levy paid to the NSW Government. This

## for the year ended 30 June 2025

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-2 Financial investments (continued)

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.

#### 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	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>764,980</b>	766,335
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>612,450</b>	677,209
Less: Externally restricted cash, cash equivalents and investments	(152,530)	(89,126)

#### External restrictions

##### External restrictions – included in liabilities

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended grants – general fund	2,469	1,257
<b>External restrictions – included in liabilities</b>	<b>2,469</b>	1,257

##### External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

\$ '000	2025	2024
Developer contributions – general <sup>1</sup>	108,797	46,668
Domestic waste management	41,264	41,201
<b>External restrictions – other</b>	<b>150,061</b>	<b>87,869</b>
<b>Total external restrictions</b>	<b>152,530</b>	<b>89,126</b>

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.

(1) Developer contributions include Section 7.4 affordable housing contributions, which are recognised as payables until remitted to community housing providers and have been classified as externally restricted funds (see Note G5-1).

\$ '000	2025	2024
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#### (b) Internal allocations

<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>612,450</b>	<b>677,209</b>
Less: Internally allocated cash, cash equivalents and investments	(315,397)	(238,434)
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>297,053</b>	<b>438,775</b>

#### Internal allocations

At 30 June, Council has internally allocated funds to the following:

Supported accommodation, affordable and diverse housing fund	18,958	9,163
Employees leave entitlement	7,809	7,249
Green infrastructure	3,660	7,357
Green Square reserve	162,908	86,325
Heritage conservation fund	68,714	75,055
Performance cash bonds and retentions	25,701	28,036
Public liability insurance	1,047	572
Renewable energy reserve	–	1,277
Workers compensation	26,600	23,400
<b>Total internal allocations</b>	<b>315,397</b>	<b>238,434</b>

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, and Section 7.4 (including contributions received through the Bonus Floor Space Scheme, Voluntary Planning Agreements, and the Developer Rights Scheme for Green Square Town Centre) 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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

**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.

**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	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	8,950	—	8,686	—
Interest and extra charges relating to rates	570	—	377	—
User charges and fees	6,942	—	6,552	—
Accrued interest on investments	10,558	—	12,180	—
Net GST receivable	3,899	—	4,086	—
Rental debtors	15,001	63	24,719	272
Outstanding works in kind contributions <sup>1</sup>	3,616	54,064	5,014	23,374
<b>Total</b>	<b>49,536</b>	<b>54,127</b>	<b>61,614</b>	<b>23,646</b>

#### Less: provision for impairment

Rental debtors and User charges & fees	(7,001)	—	(6,829)	—
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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-4 Receivables (continued)

<b>Total provision for impairment – receivables</b>	<b>(7,001)</b>	<b>–</b>	<b>(6,829)</b>	<b>–</b>
<b>Total net receivables</b>	<b>42,535</b>	<b>54,127</b>	<b>54,785</b>	<b>23,646</b>

(1) Refer to footnote (2) in Note B2-4

<b>\$ '000</b>	<b>2025 Current</b>	<b>2025 Non-current</b>	<b>2024 Current</b>	<b>2024 Non-current</b>
<b>Externally restricted receivables</b>				
Domestic waste management	644	–	645	–
Domestic waste management – interest & extra charges	37	–	39	–
Works receivable (developer contributions)	3,616	54,064	5,014	23,374
<b>Total external restrictions</b>	<b>4,297</b>	<b>54,064</b>	<b>5,698</b>	<b>23,374</b>
<b>Unrestricted receivables</b>	<b>38,238</b>	<b>63</b>	<b>49,087</b>	<b>272</b>
<b>Total net receivables</b>	<b>42,535</b>	<b>54,127</b>	<b>54,785</b>	<b>23,646</b>

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year	6,829	4,734
+ new provisions recognised during the year	1,898	3,547
– amounts already provided for and written off this year	(184)	(498)
– unused amounts reversed	(1,542)	(954)
<b>Balance at the end of the year</b>	<b>7,001</b>	<b>6,829</b>

### Material accounting policy information

#### Recognition and measurement

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



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-4 Receivables (continued)

- 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.

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

<b>\$ '000</b>	<b>2025 Current</b>	<b>2025 Non-current</b>	<b>2024 Current</b>	<b>2024 Non-current</b>
<b>Inventories at cost</b>				
Stores and materials	417	–	388	–
<b>Total inventories at cost</b>	<b>417</b>	<b>–</b>	<b>388</b>	<b>–</b>
<b>Total inventories</b>	<b>417</b>	<b>–</b>	<b>388</b>	<b>–</b>

#### Material accounting policy information

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

### C1-6 Contract assets

<b>\$ '000</b>	<b>2025 Current</b>	<b>2025 Non-current</b>	<b>2024 Current</b>	<b>2024 Non-current</b>
Accrued revenue	17,560	–	16,736	–
<b>Total contract assets</b>	<b>17,560</b>	<b>–</b>	<b>16,736</b>	<b>–</b>

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



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-7 Non-current assets classified as held for sale (continued)

<b>\$ '000</b>	<b>Notes</b>	<b>2025 Current</b>	<b>2025 Non-current</b>	<b>2024 Current</b>	<b>2024 Non-current</b>
<b>Details of non-current assets held for sale</b>					
Land	C1-8	<b>200,597</b>	<b>–</b>	192,817	–
<b>Total non-current assets classified as held for sale</b>		<b>200,597</b>	<b>–</b>	<b>192,817</b>	<b>–</b>

#### Details of assets

At 30 June 2025, 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 2025/26 financial year, with the disposals endorsed by Council, preferred purchasers having been determined, and contractual arrangements in place. A land parcel classified as held for sale at 30 June 2024 did not settle as anticipated during 2024/25, and has been retained within the above total at 30 June 2025, pending settlement during 2025/26.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-8 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period										At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers <sup>2</sup>	Adjustments and transfers	Tfrs from/(to) 'held for sale' category <sup>3</sup>	Tfrs from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000																
Capital work in progress (WIP) <sup>4</sup>	215,768	–	215,768	104,495	102,939	–	–	(124,569)	–	–	(2,997)	–	–	295,636	–	295,636
Plant and equipment	120,074	(80,731)	39,343	15,126	708	(479)	(9,065)	1,967	–	–	–	–	–	131,326	(83,726)	47,600
Office equipment	22,503	(13,817)	8,686	3,169	162	–	(3,408)	–	569	–	–	–	–	23,034	(13,855)	9,179
Furniture and fittings	37,734	(31,819)	5,915	297	–	–	(2,008)	231	–	–	–	–	–	38,262	(33,826)	4,436
<b>Land:</b>																
– Operational land	2,118,058	–	2,118,058	–	70,080	(2,066)	–	–	(52,413)	(8,080)	–	–	392,484	2,518,063	–	2,518,063
– Community land	2,912,723	–	2,912,723	–	5,518	–	–	–	50,754	–	–	–	584,024	3,553,019	–	3,553,019
– Crown land	3,649,586	–	3,649,586	–	–	–	–	1,243	–	–	–	–	201,866	3,852,695	–	3,852,695
– Land under roads (post 30/6/08)	178,440	–	178,440	–	559	–	–	–	1,659	–	–	–	–	180,657	–	180,657
<b>Infrastructure:</b>																
– Buildings – non-specialised	2,461,062	(608,774)	1,852,288	586	3,092	(163)	(39,380)	59,266	–	–	–	(22,890)	–	2,445,319	(592,519)	1,852,800
– Buildings – specialised	73,720	(30,327)	43,393	–	–	–	(910)	2,502	–	–	–	(2,986)	–	74,268	(32,270)	41,998
– Roads, Bridges, Footways, Kerbs	2,462,704	(868,193)	1,594,511	–	474	(1,681)	(27,112)	19,765	(30)	–	–	–	41,657	2,540,942	(913,358)	1,627,584
– Stormwater drainage	549,168	(166,785)	382,383	–	93	–	(7,771)	8,374	–	–	–	–	6,412	566,856	(177,365)	389,491
– Open space/recreational assets	871,271	(511,639)	359,632	–	17	–	(27,116)	20,204	–	–	–	–	9,374	916,171	(554,061)	362,110
– Other structures – poles, lights, signs	195,204	(75,310)	119,894	–	108	–	(3,838)	10,248	–	–	–	(382)	102,914	312,342	(83,398)	228,944
– Other structures – trees	176,397	–	176,397	–	10	–	–	507	–	–	–	–	5,645	182,559	–	182,559
<b>Other assets:</b>																
– Heritage collections	9,816	–	9,816	–	119	–	–	–	–	–	–	–	–	9,934	–	9,934
– Library books	5,874	(4,273)	1,601	–	781	–	(685)	262	–	–	–	–	–	5,395	(3,698)	1,697
– City art	73,041	(11,599)	61,442	–	–	–	(893)	–	–	–	–	–	–	73,302	(12,492)	60,810
<b>Total infrastructure, property, plant and equipment</b>	<b>16,133,143</b>	<b>(2,403,267)</b>	<b>13,729,876</b>	<b>123,673</b>	<b>184,660</b>	<b>(4,389)</b>	<b>(122,186)</b>	<b>–</b>	<b>539</b>	<b>(8,080)</b>	<b>(2,997)</b>	<b>(26,258)</b>	<b>1,344,376</b>	<b>17,719,780</b>	<b>(2,500,568)</b>	<b>15,219,212</b>

(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: \$85.5M in capital renewal, \$25.7M in capital upgrade and \$16.3M in new infrastructure and facilities.

(3) See note C1-7

(4) Capital Work in Progress includes \$295M for capital construction projects, \$0.64M for Plant & Asset purchases.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

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 <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers <sup>2</sup>	Adjustments and transfers	Tfrs from/(to) 'held for sale' category <sup>3</sup>	Tfrs from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000																
Capital work in progress <sup>4</sup>	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
<b>Land:</b>																
– 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
<b>Infrastructure:</b>																
– 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
– Other 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 structures – poles, lights, signs	187,241	(71,586)	115,655	–	480	–	(3,735)	7,187	309	–	–	–	–	195,204	(75,310)	119,894
– Other structures – trees	149,723	–	149,723	–	256	–	–	2,543	63	–	–	–	23,812	176,397	–	176,397
<b>Other assets:</b>																
– 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
<b>Total Infrastructure, property, plant and equipment - Prior year</b>	<b>15,487,515</b>	<b>(2,217,321)</b>	<b>13,270,194</b>	<b>85,968</b>	<b>160,756</b>	<b>(11,144)</b>	<b>(114,626)</b>	<b>–</b>	<b>1,744</b>	<b>(192,817)</b>	<b>(482)</b>	<b>(6,177)</b>	<b>536,458</b>	<b>16,133,143</b>	<b>(2,403,267)</b>	<b>13,729,876</b>

(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.

## Notes to the Financial Statements

for the year ended 30 June 2025

### 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 carrying amount, net of their residual values, over their estimated useful lives as follows:

	Useful lives
Plant, equipment, furniture and fittings	3 to 50
Land	Infinite
Infrastructure:	
– Buildings and other structures	10 - 400
– Roads, bridges and footpaths	20 - 300
– Drainage infrastructure	10 - 200
– Council Signage	Infinite
– Poles and lighting	15 - 50
– Open space / recreational assets	20 - 100
– Trees - street, park and properties trees	Infinite
Other assets	3-100

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

##### 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

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

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.

### C1-9 Investment properties

\$ '000	2025	2024
<b>Owned investment properties</b>		
Investment property on hand at fair value	<b>551,793</b>	530,878
<b>Total owned investment properties</b>	<b>551,793</b>	<b>530,878</b>

#### Investment property movements

\$ '000	Notes	2025	2024
<b>At fair value</b>			
Opening balance at 1 July		<b>530,878</b>	509,643
Acquisitions		–	8,500
Capitalised subsequent expenditure	C1-8	<b>2,997</b>	482
Disposals during year	B4-1	<b>(8,500)</b>	–
Net gain/(loss) from fair value adjustments	B2-6	<b>26,418</b>	12,253
<b>Closing balance at 30 June</b>		<b>551,793</b>	<b>530,878</b>

#### 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	2025	2024
<b>Software</b>		
<b>Opening values at 1 July</b>		
Gross book value	<b>61,948</b>	68,413
Accumulated amortisation	<b>(46,048)</b>	(45,862)
Software work in progress (WIP) balance	<b>22,989</b>	17,458
<b>Net book value – opening balance</b>	<b>38,889</b>	<b>40,009</b>

#### Movements for the year

continued on next page ...

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C1-10 Intangible assets (continued)

\$ '000	2025	2024
– Development costs capitalised	9,715	3,667
– Transfer (to)/from IPP&E	(569)	1,559
– Amortisation charges	(7,661)	(8,873)
– Work In Progress movement - net	(8,202)	5,531
<b>Closing values at 30 June</b>		
Gross book value	71,094	61,948
Accumulated amortisation	(53,709)	(46,048)
Software work in progress (WIP) balance	14,788	22,989
<b>Total software – net book value</b>	<b>32,173</b>	<b>38,889</b>

### Transferable rights - heritage floor space

<b>Total Transferable Rights - Heritage Floor Space – net book value</b>	<b>2,542</b>	<b>2,542</b>
<b>Total intangible assets – net book value</b>	<b>34,715</b>	<b>41,431</b>

### 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	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	11,612	–	10,928	–
Future benefits – shared services relating to Sutherland animal shelter	14	56	14	70
<b>Total other assets</b>	<b>11,626</b>	<b>56</b>	<b>10,942</b>	<b>70</b>

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### 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 2025, including all future extension options, is estimated at \$26.4M, excluding the impact of any future CPI increases).

#### (a) Right of use assets

<b>\$ '000</b>	<b>Building</b>	<b>Total</b>
<b>2025</b>		
Opening balance at 1 July	10,005	10,005
Depreciation charge	(367)	(367)
Lease liability remeasurement	14	14
<b>Balance at 30 June</b>	<b>9,652</b>	<b>9,652</b>
<b>2024</b>		
Opening balance at 1 July	10,049	10,049
Depreciation charge	(437)	(437)
Lease liability remeasurement	393	393
<b>Balance at 30 June</b>	<b>10,005</b>	<b>10,005</b>

#### (b) Lease liabilities

<b>\$ '000</b>	<b>2025 Current</b>	<b>2025 Non-current</b>	<b>2024 Current</b>	<b>2024 Non-current</b>
Lease liabilities	341	10,426	320	10,752
<b>Total lease liabilities</b>	<b>341</b>	<b>10,426</b>	<b>320</b>	<b>10,752</b>

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### 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:

<b>\$ '000</b>	<b>&lt; 1 year</b>	<b>1 – 5 years</b>	<b>&gt; 5 years</b>	<b>Total</b>	<b>Total per Statement of Financial Position</b>
<b>2025</b>					
Cash flows	545	2,158	10,862	13,565	10,767
<b>2024</b>					
Cash flows	530	2,147	11,403	14,080	11,072

#### (c) Income Statement

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

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
Interest on lease liabilities	211	216
Depreciation of right of use assets	367	437
Variable lease payments based on usage not included in the measurement of lease liabilities	669	642
Expenses relating to leases of low-value assets	86	58
Expenses relating to short-term leases	216	343
	<b>1,549</b>	<b>1,696</b>

#### (d) Statement of Cash Flows

Total cash outflow for leases	530	509
	<b>530</b>	<b>509</b>

#### (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 2025

### 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 out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-9)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-8).

\$ '000	2025	2024
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#### (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)	21,164	23,471
<b>Total income relating to operating leases for investment property assets</b>	<b>21,164</b>	<b>23,471</b>
Direct operating expenses that generated rental income	2,351	2,310
<b>Total expenses relating to operating leases of investment property</b>	<b>2,351</b>	<b>2,310</b>
Contractual obligations for future repairs and maintenance	1,286	1,254
<b>Total repairs and maintenance: investment property</b>	<b>1,286</b>	<b>1,254</b>

#### (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)	43,648	44,991
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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C2-2 Council as a lessor (continued)

\$ '000	2025	2024
Lease income relating to variable lease payments not dependent on an index or a rate	18,455	20,023
<b>Total income relating to operating leases for Council assets</b>	<b>62,103</b>	<b>65,014</b>

#### (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	43,797	45,525
1–2 years	36,211	34,275
2–3 years	27,037	28,755
3–4 years	23,623	19,988
4–5 years	20,017	17,095
> 5 years	119,427	117,989
<b>Total undiscounted lease payments to be received</b>	<b>270,112</b>	<b>263,627</b>

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Creditors – Goods and services	25,891	–	23,079	–
Accrued employee costs	11,674	–	9,856	–
Accrued expenditure - other	50,267	–	49,639	–
Affordable Housing Program Contributions	76,157	–	2,268	–
Performance cash bonds, deposits and retentions	25,702	–	28,037	–
Prepaid rates	4,796	–	4,560	–
Other	1,198	–	1,067	–
<b>Total payables</b>	<b>195,685</b>	<b>–</b>	<b>118,506</b>	<b>–</b>

#### Payables relating to restricted and allocated assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Externally restricted assets</b>				
Affordable Housing Program Contributions	76,157	–	2,268	–
Domestic waste management	4,273	–	3,971	–
<b>Payables relating to externally restricted assets</b>	<b>80,430</b>	<b>–</b>	<b>6,239</b>	<b>–</b>
<b>Internally allocated assets</b>				
Performance cash bonds, deposits and retentions	25,702	–	28,037	–
<b>Payables relating to internally allocated assets</b>	<b>25,702</b>	<b>–</b>	<b>28,037</b>	<b>–</b>

continued on next page ...

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-1 Payables (continued)

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Total payables relating to restricted and allocated assets</b>	<b>106,132</b>	<b>–</b>	<b>34,276</b>	<b>–</b>
<b>Total payables relating to unrestricted assets</b>	<b>89,553</b>	<b>–</b>	<b>84,230</b>	<b>–</b>
<b>Total payables</b>	<b>195,685</b>	<b>–</b>	<b>118,506</b>	<b>–</b>

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

\$ '000	2025	2024
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	<b>15,594</b>	16,538
<b>Total payables</b>	<b>15,594</b>	<b>16,538</b>

#### 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.

### C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	<b>2,260</b>	<b>–</b>	86	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(i)	<b>110</b>	<b>–</b>	1,171	–
Heritage conservation fund	(ii)	<b>14,582</b>	<b>54,132</b>	8,321	66,734
<b>Total grants and contributions received in advance:</b>		<b>16,952</b>	<b>54,132</b>	<b>9,578</b>	<b>66,734</b>
<b>User fees and charges received in advance:</b>					
Miscellaneous payments received in advance		<b>29,717</b>	<b>–</b>	27,717	–
<b>Total user fees and charges received in advance</b>		<b>29,717</b>	<b>–</b>	<b>27,717</b>	<b>–</b>
<b>Total contract liabilities</b>		<b>46,669</b>	<b>54,132</b>	<b>37,295</b>	<b>66,734</b>

#### 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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-2 Contract Liabilities (continued)

(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	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Externally restricted assets</b>				
Unspent grants held as contract liabilities	2,469	–	1,257	–
<b>Contract liabilities relating to externally restricted assets</b>	<b>2,469</b>	<b>–</b>	<b>1,257</b>	<b>–</b>
<b>Internally allocated assets</b>				
Heritage Conservation Fund	14,582	54,132	8,320	66,734
<b>Contract liabilities relating to internally allocated assets</b>	<b>14,582</b>	<b>54,132</b>	<b>8,320</b>	<b>66,734</b>
<b>Total contract liabilities relating to restricted/allocated assets</b>	<b>17,051</b>	<b>54,132</b>	<b>9,577</b>	<b>66,734</b>
<b>Total contract liabilities relating to unrestricted/unallocated assets</b>	<b>29,618</b>	<b>–</b>	<b>27,718</b>	<b>–</b>
<b>Total contract liabilities</b>	<b>46,669</b>	<b>54,132</b>	<b>37,295</b>	<b>66,734</b>

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

\$ '000	2025	2024
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	35	357
Operating grants (received prior to performance obligation being satisfied)	804	1,269
Heritage conservation fund	6,341	373
<b>User fees and charges received in advance:</b>		
Miscellaneous payments received in advance	6,907	12,290
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>14,087</b>	<b>14,289</b>

### C3-3 Borrowings

#### Financing arrangements

\$ '000	2025	2024
<b>Total facilities</b>		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	1,500	1,500
<b>Total financing arrangements</b>	<b>1,500</b>	<b>1,500</b>

#### Drawn facilities

Financing facilities drawn down at the reporting date are:

continued on next page ...

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-3 Borrowings (continued)

\$ '000	2025	2024
– Credit cards/purchase cards	195	159
<b>Total drawn financing arrangements</b>	<b>195</b>	<b>159</b>
<b>Undrawn facilities</b>		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	1,305	1,341
<b>Total undrawn financing arrangements</b>	<b>1,305</b>	<b>1,341</b>

### C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	17,138	–	15,220	–
Sick leave	2,804	–	4,177	–
Long service leave	55,857	2,388	51,126	2,063
Public holidays	330	–	344	–
<b>Total employee benefit provisions</b>	<b>76,129</b>	<b>2,388</b>	<b>70,867</b>	<b>2,063</b>

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

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	50,711	48,160
	<b>50,711</b>	<b>48,160</b>

#### 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	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
<b>Other provisions</b>				
Self insurance – workers compensation	6,000	20,600	4,500	18,900
Self insurance – public liability	894	153	433	139
Superannuation	–	1,530	–	1,425
Provision for rent waivers (Covid-19)	406	–	1,226	–
Other	1,119	–	5,532	–

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-5 Provisions (continued)

\$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
<b>Sub-total – other provisions</b>	<b>8,419</b>	<b>22,283</b>	<b>11,691</b>	<b>20,464</b>
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	4,600	–	4,600	–
<b>Sub-total – asset remediation/restoration</b>	<b>4,600</b>	<b>–</b>	<b>4,600</b>	<b>–</b>
<b>Total provisions</b>	<b>13,019</b>	<b>22,283</b>	<b>16,291</b>	<b>20,464</b>

### Provisions relating to allocated assets

#### Internally allocated assets

Self insurance – workers compensation	6,000	20,600	4,500	18,900
Self insurance – public liability	894	153	433	138
<b>Provisions relating to internally allocated assets</b>	<b>6,894</b>	<b>20,753</b>	<b>4,933</b>	<b>19,038</b>
<b>Total provisions relating to unallocated assets</b>	<b>6,125</b>	<b>1,530</b>	<b>11,358</b>	<b>1,426</b>
<b>Total provisions</b>	<b>13,019</b>	<b>22,283</b>	<b>16,291</b>	<b>20,464</b>

### Description of and movements in provisions

\$ '000	Other provisions						Total
	Asset remediation	Workers Compensation	Public liability	Superannuation	Rental Waivers	Other	
<b>2025</b>							
At beginning of year	4,600	23,400	572	1,425	1,226	5,531	36,754
Additional provisions	–	6,913	891	–	–	476	8,280
Amounts used (payments)	–	(6,930)	(378)	–	(443)	(3,471)	(11,222)
Remeasurement effects	–	3,217	–	105	–	(1,195)	2,127
Unused amounts reversed	–	–	(38)	–	(377)	(221)	(636)
<b>Total other provisions at end of year</b>	<b>4,600</b>	<b>26,600</b>	<b>1,047</b>	<b>1,530</b>	<b>406</b>	<b>1,120</b>	<b>35,303</b>
<b>2024</b>							
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)
<b>Total other provisions at end of year</b>	<b>4,600</b>	<b>23,400</b>	<b>572</b>	<b>1,425</b>	<b>1,226</b>	<b>5,531</b>	<b>36,754</b>

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

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-5 Provisions (continued)

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#### 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 past service employer contributions to the Fund.

The future service 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 future service 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 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.*

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

*b) a description of the extent to which the entity can 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.

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

# Notes to the Financial Statements

for the year ended 30 June 2025

## C3-5 Provisions (continued)

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) Given the entity accounts for that plan as if it were a defined contribution plan in accordance with paragraph 34, the following information:*

*(i) the fact that the plan is a defined benefit plan. We confirm 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 contributions to the plan for the next annual reporting period.*

The expected contributions by Council to the Fund for the next annual reporting period are \$597,622.20.

*(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 2025 is:

Defined Benefit reserves only (excluding other accumulation amounts in both assets and liabilities)	\$M	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested benefits	2,130.4	103.2%

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	2.5% p.a.

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 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 2025.

*(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 5.35%, based on the Council's current level of annual past service contributions of \$1.843M against total contributions of \$20.0M. Given the funding position of the Fund as at 30 June 2024, it was recommended that these past service contributions cease effective 1 January 2025. The last valuation of the Fund was performed by Mr Richard Boyfield, FIAA as at 30 June 2024.



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### C3-5 Provisions (continued)

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#### 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.

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### IPPE Revaluation Surplus

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.

## D Council structure

### D1 Financial result and financial position by fund

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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'.

## 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.

<b>\$ '000</b>	<b>Carrying value 2025</b>	<b>Carrying value 2024</b>	<b>Fair value 2025</b>	<b>Fair value 2024</b>
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	59,230	65,735	59,231	65,735
Receivables	96,662	78,431	96,662	78,431
Investments				
– Debt securities at amortised cost	705,750	700,600	707,572	702,288
Contract assets	17,560	16,736	17,560	16,736
<b>Total financial assets</b>	<b>879,202</b>	<b>861,502</b>	<b>881,025</b>	<b>863,190</b>
<b>Financial liabilities</b>				
Payables	195,685	118,506	195,685	118,506
Lease liabilities	10,767	11,072	10,767	11,072
<b>Total financial liabilities</b>	<b>206,452</b>	<b>129,578</b>	<b>206,452</b>	<b>129,578</b>

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 of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

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 there 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.
- **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	2025	2024
---------	------	------

The impact on the 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	7,622	7,641

#### (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.

#### Credit risk profile

continued on next page ...

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

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

#### 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	overdue rates and annual charges < 5 years	≥ 5 years	Total
<b>2025</b>				
Gross carrying amount	(1)	8,806	145	8,950
<b>2024</b>				
Gross carrying amount	–	8,586	100	8,686

#### 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.

The loss allowance provision as at 30 June 2025 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts 31 - 60 days	61 - 90 days	> 91 days	Total
<b>2025</b>						
Gross carrying amount	91,854	8,390	817	600	10,612	112,273
Expected loss rate (%)	0.00%	1.50%	0.75%	40.27%	62.45%	6.24%
ECL provision	–	126	6	242	6,627	7,001
<b>2024</b>						
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

#### (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 2025

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

<b>\$ '000</b>	<b>Weighted average interest rate</b>	<b>Subject to no maturity</b>	<b>≤ 1 Year</b>	<b>payable in: 1 - 5 Years</b>	<b>&gt; 5 Years</b>	<b>Total cash outflows</b>	<b>Actual carrying values</b>
<b>2025</b>							
<b>Payables</b>	<b>0.00%</b>	<b>25,702</b>	<b>169,983</b>	<b>–</b>	<b>–</b>	<b>195,685</b>	<b>195,685</b>
<b>Total financial liabilities</b>		<b>25,702</b>	<b>169,983</b>	<b>–</b>	<b>–</b>	<b>195,685</b>	<b>195,685</b>
<b>2024</b>							
<b>Payables</b>	<b>0.00%</b>	<b>28,037</b>	<b>90,469</b>	<b>–</b>	<b>–</b>	<b>118,506</b>	<b>118,506</b>
<b>Total financial liabilities</b>		<b>28,037</b>	<b>90,469</b>	<b>–</b>	<b>–</b>	<b>118,506</b>	<b>118,506</b>

### 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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### E2-1 Fair value measurement (continued)

#### Recurring fair value measurements

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
<b>Investment property</b>	C1-9						
Investment property portfolio		551,793	530,878	–	–	551,793	530,878
<b>Total investment property</b>		<b>551,793</b>	<b>530,878</b>	<b>–</b>	<b>–</b>	<b>551,793</b>	<b>530,878</b>
<b>Infrastructure, property, plant and equipment (IPP&amp;E)</b>	C1-8						
Plant and equipment		–	–	47,586	39,343	47,586	39,343
Office equipment		–	–	9,179	8,686	9,179	8,686
Furniture and fittings		–	–	4,436	5,915	4,436	5,915
Operational land		2,402,563	1,981,153	115,500	136,904	2,518,063	2,118,057
Community land		–	–	3,553,019	2,912,723	3,553,019	2,912,723
Crown and third party owned land		–	–	3,852,695	3,649,586	3,852,695	3,649,586
Land under roads (post 30/6/2008)		–	–	180,657	178,440	180,657	178,440
Open space		–	–	362,111	359,632	362,111	359,632
Buildings – non specialised		560,531	596,068	1,292,269	1,256,220	1,852,800	1,852,288
Buildings – specialised		–	–	41,998	43,393	41,998	43,393
Other structures – trees		–	–	182,559	176,397	182,559	176,397
Other structures – signs		–	–	27,677	27,340	27,677	27,340
Other structures – poles & lights		–	–	206,510	92,554	206,510	92,554
Roads, bridges, footpaths, kerbs		–	–	1,627,584	1,594,511	1,627,584	1,594,511
Stormwater drainage		–	–	389,490	382,383	389,490	382,383
Heritage collections		–	–	9,934	9,816	9,934	9,816
Library books		–	–	1,697	1,601	1,697	1,601
City art		–	–	60,810	61,442	60,810	61,442
<b>Total IPP&amp;E</b>		<b>2,963,094</b>	<b>2,577,221</b>	<b>11,965,711</b>	<b>10,936,886</b>	<b>14,928,805</b>	<b>13,514,107</b>

#### Non- recurring fair value measurements

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

	C1-7						
Land		200,597	192,817	–	–	200,597	192,817
<b>Total NCA's classified as held for sale</b>		<b>200,597</b>	<b>192,817</b>	<b>–</b>	<b>–</b>	<b>200,597</b>	<b>192,817</b>

#### 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).

## Notes to the Financial Statements

for the year ended 30 June 2025

### E2-1 Fair value measurement (continued)

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

#### 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 commercial properties where the relevant inputs were able to be observed from current market evidence.

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 (Australia Pacific Valuers Pty Ltd (APV) in 2024/25), in compliance with AASB 13 Fair Value Measurement. 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.

##### Operational Land

Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer in 2024/25. 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.



## Notes to the Financial Statements

for the year ended 30 June 2025

### E2-1 Fair value measurement (continued)

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- 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.

#### **Community Land (Council-owned)**

Fair value of this asset class is estimated based on appraisals performed by an independent and professionally qualified property valuer in 2024/25. 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, 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.

#### **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 in 2024/25, 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).

#### **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.

#### **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 2024/25. The valuation calculation was compiled by council staff using updated unit rates, asset quantities, and condition assessments. Key data inputs include updated unit rates based on the new major Civil Works Contract commenced in 2024/25, as well as asset quantities and condition data collected by the new public lighting and electrical maintenance contractor, also commenced in 2024/25. The remaining infrastructure asset classes were revalued in 2021/22. Key data inputs informing valuation calculations – including asset quantities, materials and conditions – were compiled by Council staff, utilising external consultant reports where available.

Since the last comprehensive revaluation, annual interim valuation adjustments have been applied to reflect indicative movements in CRC. In prior years, interim adjustments were based on annual uplift % applied to major construction service contracts. The new Major Civil Works Contract commenced in the 2024/25 financial year. During the transition between contracts, no uplift was applied to the rates under the expired contract. The new contract was established to deliver a small number of preliminary works in 2024/25. 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 used as the basis for interim revaluation adjustments in 2024/25.



## Notes to the Financial Statements

for the year ended 30 June 2025

### E2-1 Fair value measurement (continued)

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#### **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.

#### **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 2025 comprised only Operational Land, based on divestment status at balance date. Valuation techniques for Operational Land are consistent with those described above.

### 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 engloba 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'.

## Notes to the Financial Statements

for the year ended 30 June 2025

### E3-1 Contingencies

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#### **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 2025, 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 2025

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 three development sites (totalling \$12.2M), pending developers' attempts to acquire heritage floor space via market transactions. 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 nineteen 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. \$6.3M of eligible project expenditure was undertaken in 2024/25 financial year, resulting in a Heritage Conservation Fund balance of \$68.7M as at 30 June 2025. A further \$14.6M 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.

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	2025	2024
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# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### F1-1 Key management personnel (KMP) (continued)

\$ '000	2025	2024
<b>Compensation:</b>		
Short-term benefits	3,450	3,345
Post-employment benefits	452	481
<b>Total</b>	<b>3,902</b>	<b>3,826</b>

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.

During the 2024/25 financial year, Council made three payments to an entity related to a Key Management Personnel (KMP). The KMP holds a directorship. These included a \$10,000 donation for food support and two grants totalling \$60,000, for which the organisation acted as an auspice on behalf of community applicants who were not incorporated entities. As each of these payments meets the policy materiality threshold, disclosure is made in accordance with Council's related party disclosure policy and materiality assessment framework. All transactions were conducted at arm's length and in accordance with Council's policies and procedures.

### F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
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	246	238
Councillors' fees	430	434
Other Councillors' expenses (including Mayor)	206	247
<b>Total</b>	<b>882</b>	<b>919</b>

## F2 Other relationships

### F2-1 Audit fees

\$ '000	2025	2024
---------	------	------

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	312	331
<b>Remuneration for audit and other assurance services</b>	<b>312</b>	<b>331</b>
<b>Total Auditor-General remuneration</b>	<b>312</b>	<b>331</b>

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### G Other matters

#### G1-1 Statement of Cash Flows information

##### (a) Reconciliation of Operating Result

\$ '000	2025	2024
<b>Net operating result from Income Statement</b>	<b>133,462</b>	147,921
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	130,214	123,938
(Gain) / loss on disposal of assets	6,568	(17,242)
Non-cash capital grants and contributions	(36,340)	(40,999)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(26,418)	(12,253)
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	(18,403)	9,552
Increase / (decrease) in provision for impairment of receivables	172	2,095
(Increase) / decrease of inventories	–	1
(Increase) / decrease of other current assets	(470)	(1,856)
(Increase) / decrease of contract asset	(819)	(191)
Increase / (decrease) in payables	(9,014)	5,409
Increase / (decrease) in other accrued expenses payable	(737)	1,578
Increase / (decrease) in other liabilities	82,512	(379)
Increase / (decrease) in contract liabilities	(3,228)	(2,151)
Increase / (decrease) in employee benefit provision	5,587	4,621
Increase / (decrease) in other provisions	(1,453)	(5,695)
<b>Net cash flows from operating activities</b>	<b>261,633</b>	214,349

##### (b) Non-cash investing and financing activities

Developer contributions 'in kind'	30,263	4,017
Other dedications and non-cash contributions	6,077	36,982
<b>Total non-cash investing and financing activities</b>	<b>36,340</b>	40,999

#### G2-1 Commitments

##### Capital commitments (exclusive of GST)

\$ '000	2025	2024
---------	------	------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

##### Property, plant and equipment

Buildings	65,697	33,431
Infrastructure – Roads, Bridges, Footways, Kerb and Gutter	87,108	100,429
Open Space	36,387	5,473
Plant and equipment	2,611	7,877
Public Art	815	1,602
Stormwater Drainage	8,420	5,186
Other	7,526	5,979

continued on next page ...

Council of the City of Sydney

Notes to the Financial Statements

for the year ended 30 June 2025

G2-1 Commitments (continued)

\$ '000	2025	2024
Total commitments	208,564	159,977
These expenditures are payable as follows:		
Within the next year	151,248	115,907
Later than one year and not later than 5 years	57,272	40,729
Later than 5 years	44	3,341
Total payable	208,564	159,977

G3-1 Events occurring after the reporting date

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

G4 Changes from prior year statements

G4-1 Changes in accounting policy

Council needs to enter custom non applicable text here : Changes in accounting policy.

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.

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### G5 Statement of developer contributions

#### G5-1 Summary of developer contributions

	at 1/07/2024				as at 30/06/2025				
	Opening Balance	Contributions Received			Interest earned in year	Expenditure/ asset received during year	Internal Borrowing to/(from)	Held as restricted asset <sup>6</sup>	Cumulative internal borrowings (owed)/repayable
\$ '000		Cash	Non-cash Land	Non-cash Other					
Community facilities	32	1,198	-	-	-	-	(1,198)	32	15,247
Open space	221	5,754	-	11,930	-	(7,291)	1,537	12,151	(32,480)
Stormwater drainage	2,229	339	-	10,516	-	-	(339)	12,745	21,157
Traffic and transport	913	783	-	-	-	(783)	-	913	(3,924)
<b>Total section 7.11 revenue under plans<sup>1</sup></b>	<b>3,396</b>	<b>8,074</b>	<b>-</b>	<b>22,446</b>	<b>-</b>	<b>(8,074)</b>	<b>-</b>	<b>25,842</b>	<b>-</b>
Section 7.4 planning agreements - public benefits <sup>2</sup>	71,660	1,291	-	7,817	1,554	(17,844)	-	64,478	
Section 7.4 affordable housing <sup>3</sup>	-	93,398	-	-	-	(17,241)	-	76,157	
Section 7.12 contributions <sup>4</sup>	-	37,678	-	-	-	(37,678)	-	-	
Section 61 contributions <sup>5</sup>	-	2,492	-	-	-	(2,492)	-	-	
<b>Total contributions</b>	<b>75,056</b>	<b>142,933</b>	<b>-</b>	<b>30,263</b>	<b>1,554</b>	<b>(83,329)</b>	<b>-</b>	<b>166,477</b>	<b>-</b>
<i>Comprising:</i>									
<b>Cash contribution movement</b>	<b>46,668</b>	<b>143,102</b>			<b>1,554</b>	<b>(82,526)</b>	<b>-</b>	<b>108,798</b>	<b>-</b>
Section 7.11	-	8,074			-	(8,074)	-	-	-
Section 7.4 - public benefits	46,668	1,460			1,554	(17,041)	-	32,641	
Section 7.4 - affordable housing	-	93,398			-	(17,241)	-	76,157	
Section 7.12	-	37,678			-	(37,678)	-	-	
Section 61	-	2,492			-	(2,492)	-	-	
<b>Contribution receivable movement</b>	<b>28,388</b>	<b>(169)</b>	<b>-</b>	<b>30,263</b>		<b>(803)</b>	<b>-</b>	<b>57,680</b>	
Section 7.11	3,396	-	-	22,446		-	-	25,842	
Section 7.12	-	-	-	-		-	-	-	
Section 7.4 - public benefits	24,992	(169)	-	7,817		(803)	-	31,838	
<b>Total contributions</b>	<b>75,056</b>	<b>142,933</b>	<b>-</b>	<b>30,263</b>	<b>1,554</b>	<b>(83,329)</b>	<b>-</b>	<b>166,477</b>	<b>-</b>

# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### G5–1 Summary of developer contributions (continued)

#### Footnotes to the schedule

<sup>1</sup> 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.

<sup>2</sup> Section 7.4 of the *Environmental Planning and Assessment Act 1979*.

<sup>3</sup> Contributions for affordable housing are levied and collected through conditions of consent (or occasionally planning agreements), in accordance with the City of Sydney Affordable Housing Program. Contributions received through this program are distributed to community housing providers (CHPs), as detailed in the *Affordable Housing Contributions Distribution Plan*. The City recognises affordable housing contributions as a liability, pending distribution/s to CHPs. Accordingly, contributions are recognised as payables until remitted to the CHPs. In 2024/25, these amounts have been classified as externally restricted funds. The total receipts include \$2.268 million of the prior year's section 7.4 affordable housing contribution balance yet to be remitted to CHPs as at 30 June 2024.

<sup>4</sup> 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*).

<sup>5</sup> 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.

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

### G5–2 Voluntary Planning Agreements - public benefits

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 public benefit monetary contribution expenditure

\$ '000	2025	2024
<b>Monetary contributions expended during year – by purpose:</b>		
City North public domain masterplan (including public domain in Bridge/Loftus St vicinity)	13,000	1,000
Sydney University to Redfern Station public domain improvements	2,000	-
Community infrastructure	1,291	-
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	650	1,350
Business innovation space (George St) - fitout works and operating costs	100	5,600
New greenway and public park works, Rosebery	-	2,192
Broadway Gateways	-	170
Harbour Walk Public Art Program	-	50
Public Domain Enhancement in vicinity of Ralph St Alexandria	-	14
<b>Total expenditure - VPA monetary contributions</b>	<b>17,041</b>	<b>10,376</b>



# Council of the City of Sydney

## Notes to the Financial Statements

for the year ended 30 June 2025

### G5–2 Voluntary Planning Agreements - public benefits (continued)

#### Summary of Unspent VPA monetary contributions

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
<b><i>Unspent Monetary Contributions (held as restricted cash) – by purpose (as described in the VPA):</i></b>		
Business innovation space (George St) - fitout works and operating costs	<b>8,203</b>	7,912
Upgrade of Intersection - Epsom and Link Roads Zetland	<b>7,859</b>	<b>7,485</b>
Chippendale community facility(s)	<b>4,449</b>	4,237
CBD Laneways (Dalley & Underwood) and surrounding public domain	<b>3,630</b>	3,457
City North public domain masterplan (including public domain in Bridge/Loftus St vicinity)	<b>1,606</b>	14,530
Macquarie Place upgrade	<b>1,545</b>	1,471
New roads infrastructure in the Ashmore precinct, Erskineville	<b>1,355</b>	1,291
Harbour Walk public art program	<b>1,333</b>	1,269
New roads, stormwater drainage and facilities in the Green Square Town Centre and Urban Renewal area	<b>1,115</b>	1,264
Sydney University to Redfern Station public domain improvements	<b>986</b>	2,939
Stormwater works - Rushcutters Bay catchment	<b>560</b>	534
Community infrastructure	-	280
<b>Total - Unspent VPA monetary contributions</b>	<b>32,641</b>	<b>46,668</b>



## 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 2025, the Statement of Financial Position as at 30 June 2025, 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 the Division
  - are, in all material respects, consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, 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 2025 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 (the Schedules) and Statement of performance measures.

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](http://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
- the Additional disclosures, including Statement of performance measures
- 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.

A handwritten signature in black ink, appearing to read 'K Taylor', written in a cursive style.

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

29 October 2025  
SYDNEY



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

Contact: Karen Taylor  
Phone no: 9275 7311  
Our ref: R008-1981756498-3869

29 October 2025

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2025  
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 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

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

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.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## INCOME STATEMENT

### Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	421.0	397.6	↑ 5.9
Grants and contributions provided for operating purposes revenue	15.6	16.5	↓ 5.5
Grants and contributions provided for capital purposes revenue	111.3	117.8	↓ 5.5
Operating result from continuing operations	133.5	147.9	↓ 9.7
Net operating result for the year before grants and contributions provided for capital purposes	22.1	30.1	↓ 26.6

### Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$14.5 million lower than the 2023–24 result. This was mainly driven by:

- continued decrease in grants and contributions revenue
- net loss from disposal of assets \$6.6 million (2023-24: gain of \$17.2 million).
- depreciation and amortisation expense (\$130.2 million) increased by \$6.3 million (5.1 per cent) due to growth in infrastructure, property, plant and equipment (IPPE).

The net operating result for the year before grants and contributions provided for capital purposes was \$22.1 million. Refer to 'Grants and contributions revenue' below for details.



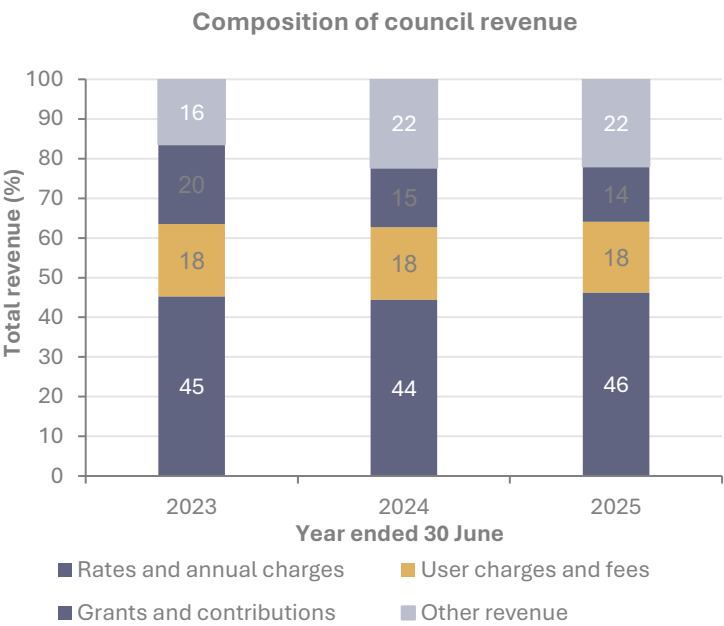
Income

Composition of council revenue

This graph shows the composition of Council’s revenue for the current and prior two financial years.

Council revenue (\$909.7 million) increased by \$15.1 million (1.7 per cent) in 2024–25 due to:

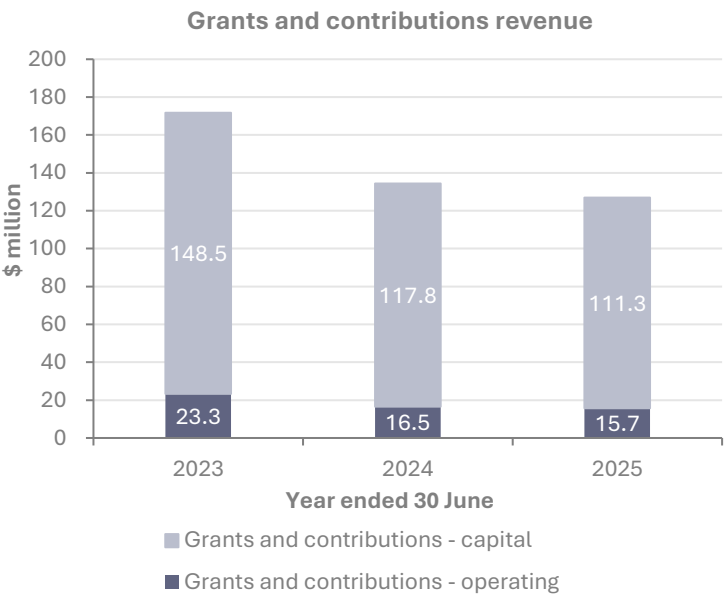
- rates and annual charges revenue (\$421.0 million) which increased by \$23.4 million (5.9 per cent) due to rate peg increase of 5.1 per cent
- offset by a decrease in grants and contributions revenue – see additional details below.



Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$126.9 million) decreased by \$7.4 million (5.5 per cent) in 2024–25. These contributions will fluctuate year on year.



## CASH FLOWS

### Statement of cash flows

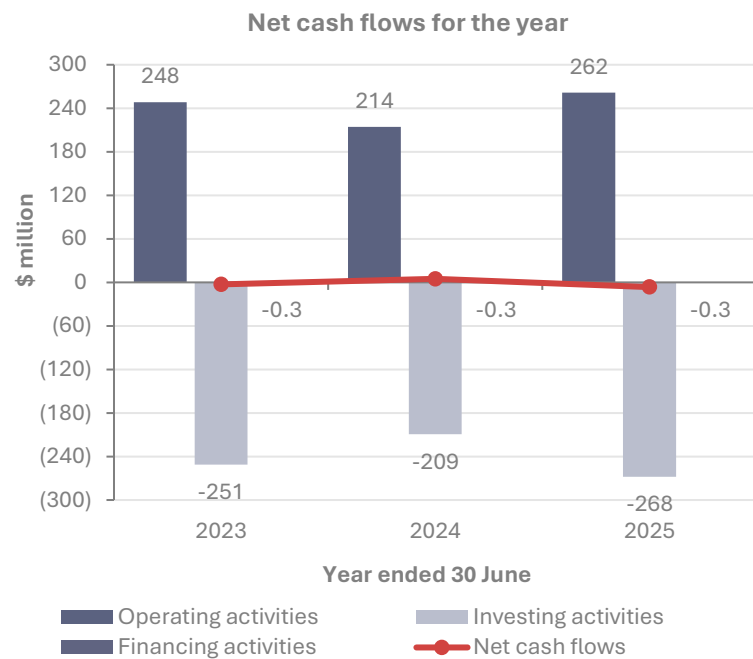
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$6.5 million (positive \$4.9 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities increased by \$47 million mainly due to timing of receipts which can differ from timing of revenue recognition
- used in investing activities increased by \$59 million, mainly due to spending on IPPE.





FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

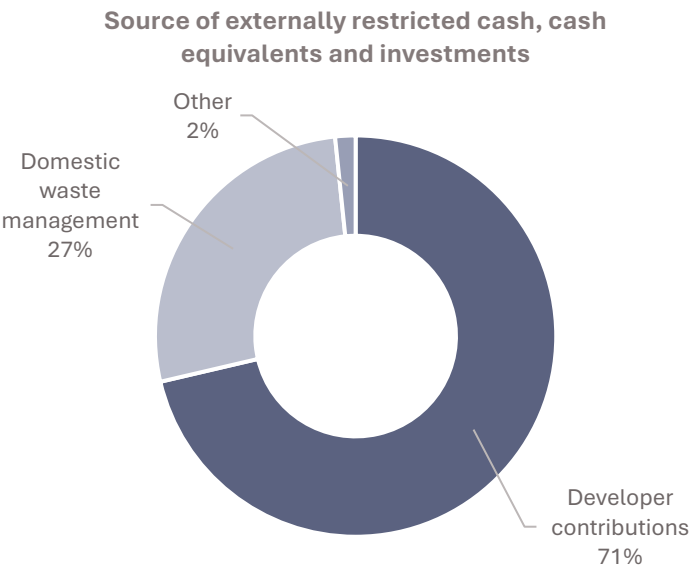
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	765.0	766.3		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	152.5	89.1	19.9	
• Internal allocations	315.4	238.4	41.2	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council’s main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$108.8 million which increased by \$62.1 million, mainly due to affordable housing contributions, which were remitted to community housing providers post 30 June 2025
- domestic waste management of \$41.3 million which was consistent with the prior year.



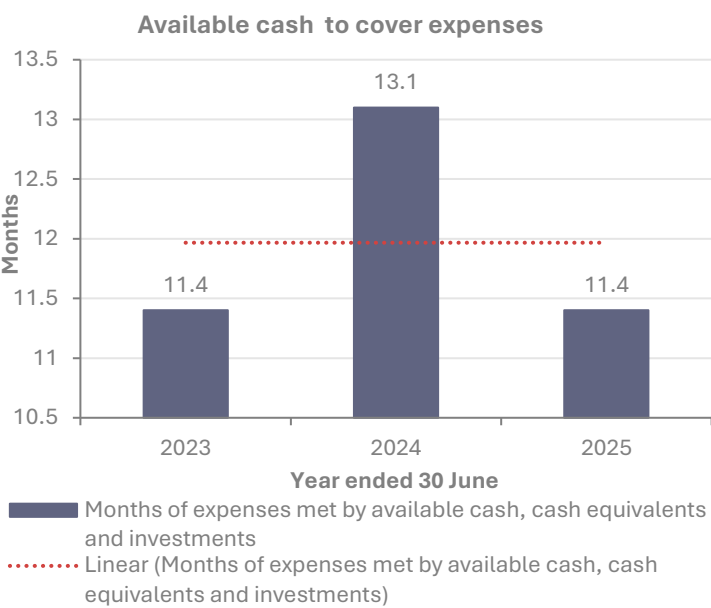
## Council liquidity

This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

In 2023–24, the available cash to cover expenses was an average of 8 months for metropolitan councils.

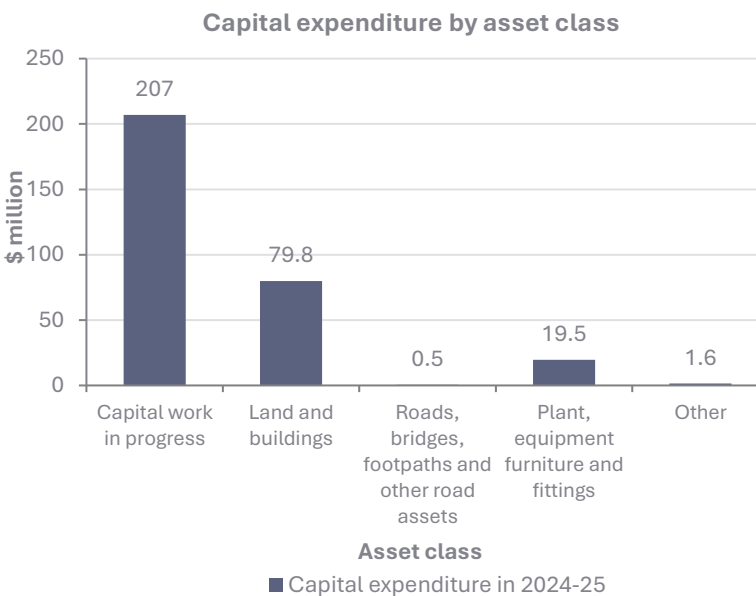
Council continues to exceed this average demonstrating they can meet obligations as they fall due.



## Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$123.7 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on buildings, roads and open space/recreational assets. A further \$184.7 million was spent on new assets including land.



## Debt

The table below provides an overview of the Council's committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and can include bank overdrafts, and credit cards.

Debt	2025	2024	Commentary
	\$m	\$m	
Credit card facility	1.5	1.5	Balance and use of the facility is stable.
Amount used	0.2	0.2	



Karen Taylor  
Delegate of the Auditor-General

# Council of the City of Sydney

## Additional disclosures (unaudited)

for the year ended 30 June 2025

## Statement of performance measures

### Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1, 2</sup>	2,655	0.34%	0.45%	4.78%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	771,999				
1a. Operating performance ratio (excluding non-recurrent income and expense items)					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1, 2</sup>	15,541	2.01%	2.27%	4.60%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	771,998				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	756,347	85.62%	84.47%	79.83%	> 60.00%
Total continuing operating revenue <sup>1</sup>	883,330				
3. Unrestricted current ratio					
Current assets less all external restrictions <sup>3</sup>	757,366	4.15x	4.99x	4.28x	> 1.50x
Current liabilities less specific purpose liabilities	182,639				
3a. Unrestricted current ratio (less internal and external restrictions)					
Current assets less all external and internal restrictions	565,491	2.49x	4.77x	3.62x	> 1.50x
Current liabilities less specific purpose liabilities	227,211				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation	133,080	251.09x	250.50x	328.85x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	530				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	9,520	2.21%	2.23%	2.00%	< 5.00%
Rates and annual charges collectable	430,808				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	588,230	9.98 months	10.93 months	12.04 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	58,913				

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 and Note H1-2.

Additional disclosures (unaudited)

for the year ended 30 June 2025

Statement of performance measures – consolidated results (continued)

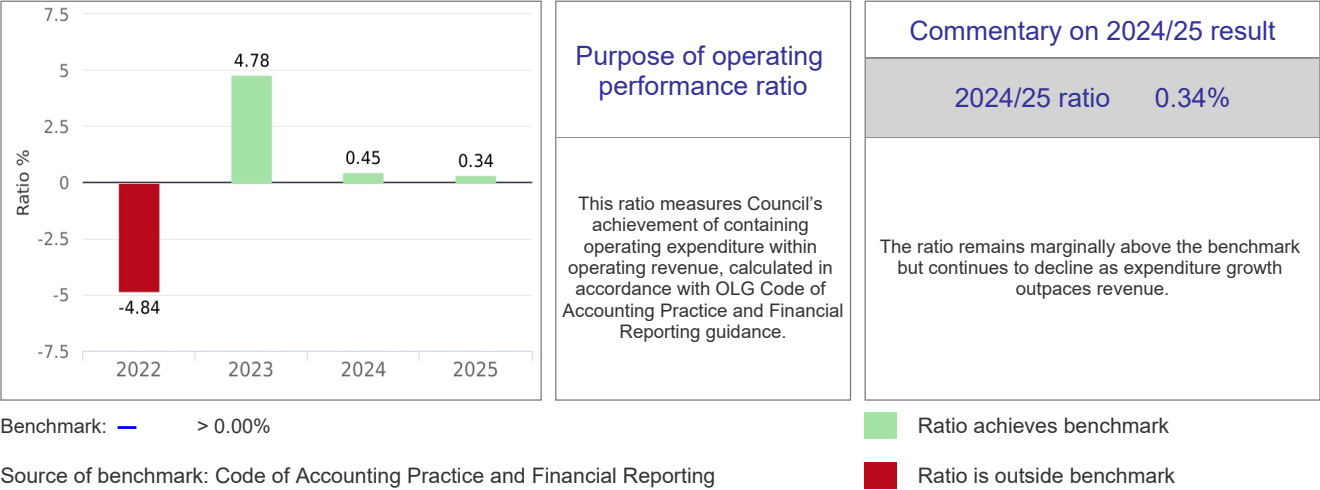
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- (1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables and net gain on sale of assets using the equity method and includes pensioner rate subsidies
- (2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties and net loss on disposal of assets 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.

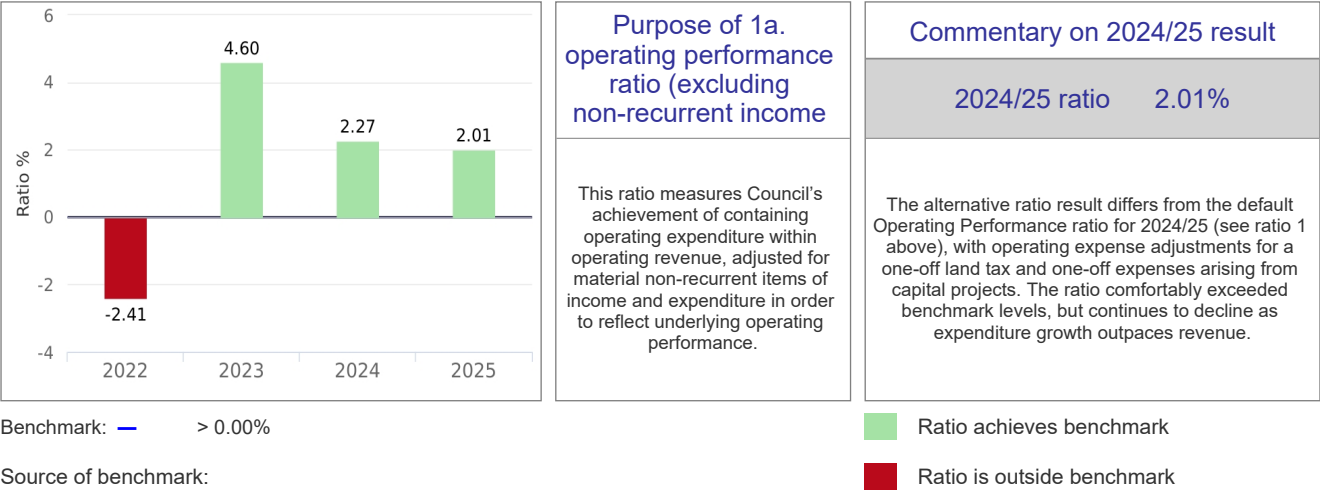
Additional disclosures (unaudited)  
for the year ended 30 June 2025

Statement of performance measures – consolidated results (graphs)

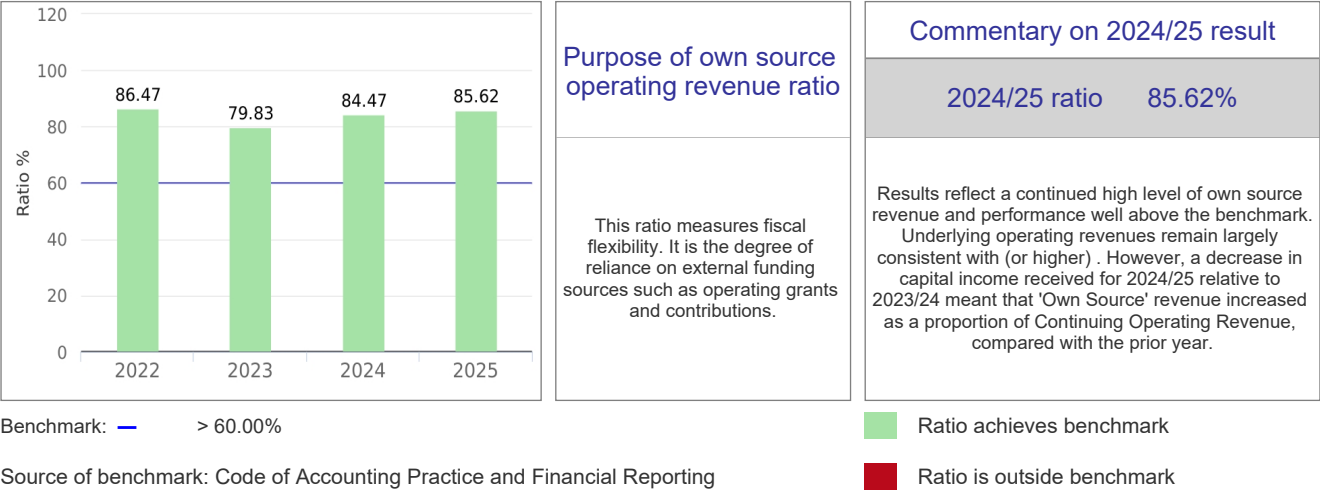
1. Operating performance ratio



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

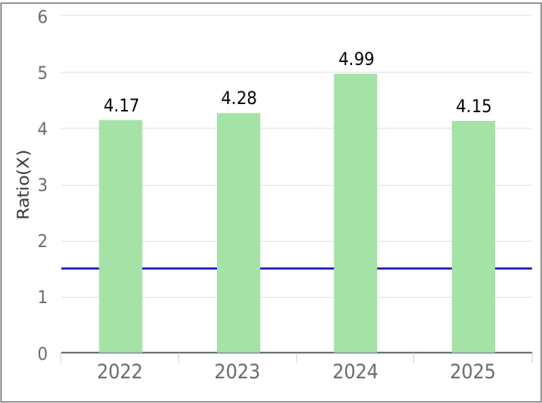


2. Own source operating revenue ratio



Statement of performance measures – consolidated results (graphs) (continued)

3. Unrestricted current ratio



Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

**Purpose of unrestricted current ratio**

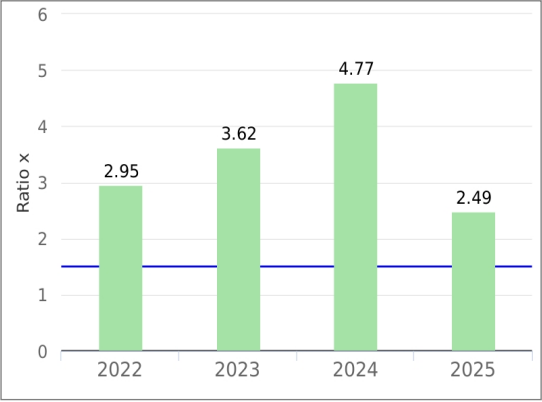
To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

**Commentary on 2024/25 result**

2024/25 ratio	4.15x
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 ratio for 2023/24 has been restated from 4.92 to 4.99 following the reclassification of approximately \$2.3 million in Affordable Housing contributions as restricted cash. This adjustment reduced current liabilities, resulting in an increase in the ratio.	

- Ratio achieves benchmark
- Ratio is outside benchmark

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



Benchmark: — > 1.50x

Source of benchmark:

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

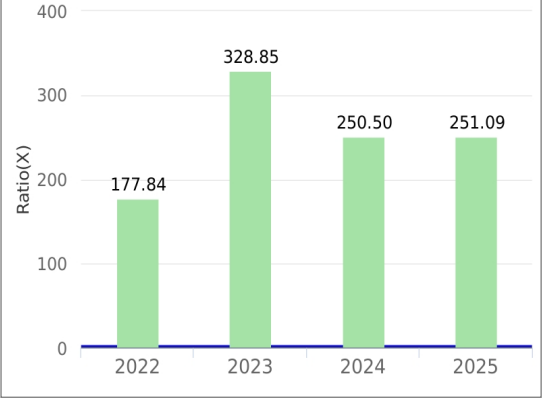
To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council, taking into consideration amounts restricted internally by Council.

**Commentary on 2024/25 result**

2024/25 ratio	2.49x
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. The significant drop from 2023/24 is due to additional restriction of funds to align with updated project costs in the Green Square reserve.	

- Ratio achieves benchmark
- Ratio is outside benchmark

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

**Purpose of debt service cover ratio**

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

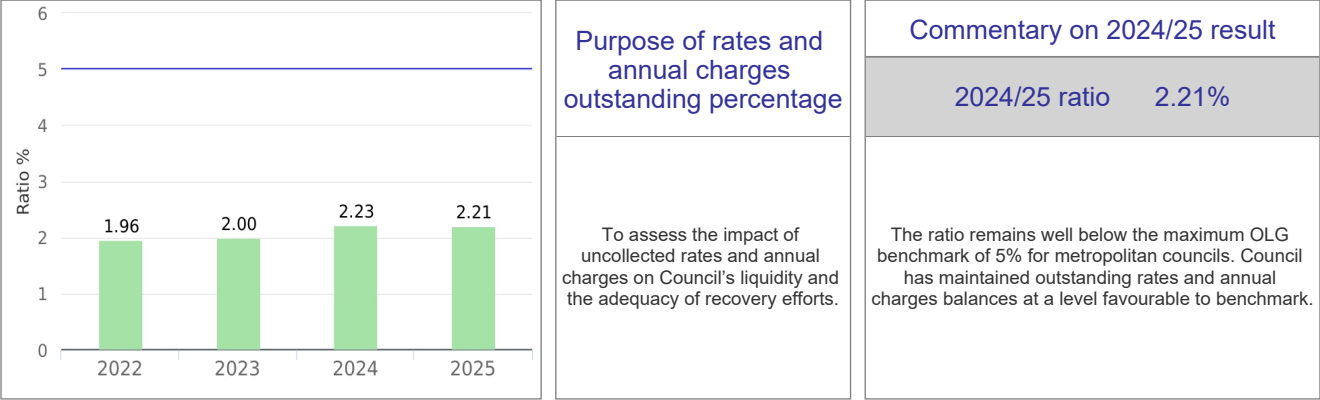
**Commentary on 2024/25 result**

2024/25 ratio	251.09x
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 AASB16. The substantially above-benchmark result reflects the immaterial scale of this notional interest expense.	

- Ratio achieves benchmark
- Ratio is outside benchmark

Statement of performance measures – consolidated results (graphs) (continued)

5. Rates and annual charges outstanding percentage



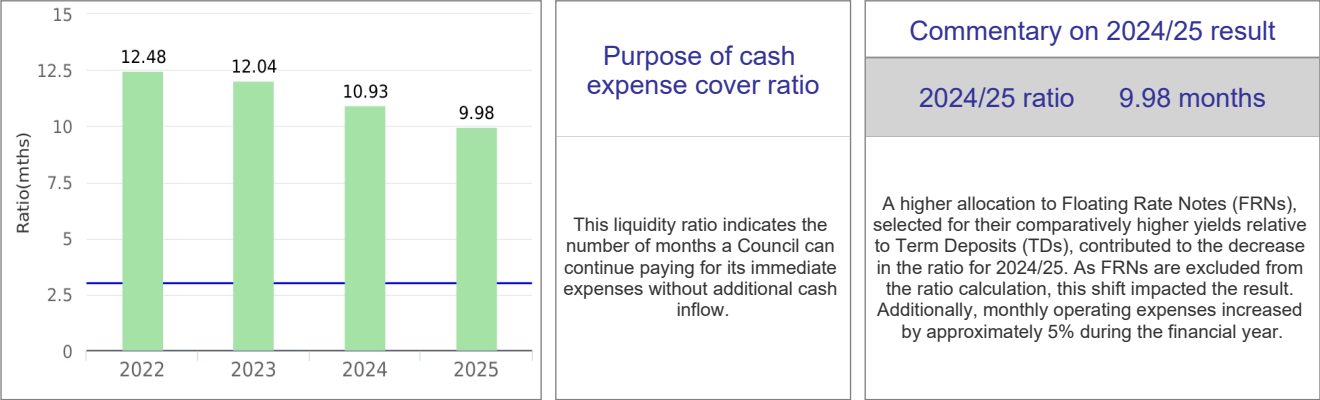
Benchmark: —    < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

6. Cash expense cover ratio



Benchmark: —    > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark



# Special Purpose Financial Statements



Annual Report  
2024/25

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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<b>Auditor's Report on Special Purpose Financial Statements</b>	<b>8</b>

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### 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 2025

### 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.

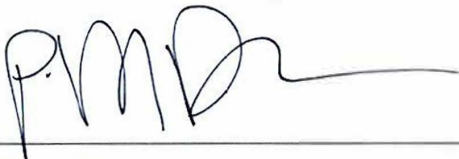
Signed in accordance with a resolution of Council made on 27 October 2025.



Clover Moore  
Lord Mayor  
27 October 2025



Robert Kok  
Councillor  
27 October 2025



Monica Barone  
Chief Executive Officer  
27 October 2025



Jean-Michel Carriere  
Responsible Accounting Officer  
27 October 2025

# Council of the City of Sydney

## Income Statement of Parking Stations

for the year ended 30 June 2025

<b>\$ '000</b>	<b>2025 Category 1</b>	<b>2024 Category 1</b>
<b>Income from continuing operations</b>		
User charges	10,946	10,695
Other income	17	17
<b>Total income from continuing operations</b>	<b>10,963</b>	<b>10,712</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	153	221
Materials and services	2,090	1,925
Depreciation, amortisation and impairment	1,170	1,169
Calculated taxation equivalents	134	126
Other expenses	2,136	3,747
<b>Total expenses from continuing operations</b>	<b>5,683</b>	<b>7,188</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>5,280</b>	<b>3,524</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>5,280</b>	<b>3,524</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>5,280</b>	<b>3,524</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(1,320)	(881)
<b>Surplus (deficit) after tax</b>	<b>3,960</b>	<b>2,643</b>
<b>Plus accumulated surplus</b>	<b>111,724</b>	<b>108,074</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	134	126
– Corporate taxation equivalent	1,320	881
<b>Closing accumulated surplus</b>	<b>117,138</b>	<b>111,724</b>
<b>Return on capital %</b>	<b>8.2%</b>	<b>3.1%</b>

# Council of the City of Sydney

## Statement of Financial Position of Parking Stations

as at 30 June 2025

<b>\$ '000</b>	<b>2025 Category 1</b>	<b>2024 Category 1</b>
<b>ASSETS</b>		
<b>Current assets</b>		
Receivables	141	210
Other	403	2
<b>Total current assets</b>	<b>544</b>	<b>212</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	128,289	114,902
Inter-Entity Debtor	111,234	107,036
<b>Total non-current assets</b>	<b>239,523</b>	<b>221,938</b>
<b>Total assets</b>	<b>240,067</b>	<b>222,150</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	760	690
Employee benefit provisions	53	71
Provision other	–	2,100
<b>Total current liabilities</b>	<b>813</b>	<b>2,861</b>
<b>Non-current liabilities</b>		
Employee benefit provisions	15	20
<b>Total non-current liabilities</b>	<b>15</b>	<b>20</b>
<b>Total liabilities</b>	<b>828</b>	<b>2,881</b>
<b>Net assets</b>	<b>239,239</b>	<b>219,269</b>
<b>EQUITY</b>		
Accumulated surplus	117,137	111,724
Revaluation reserves	122,102	107,545
<b>Total equity</b>	<b>239,239</b>	<b>219,269</b>

# Council of the City of Sydney

## Material accounting policy information

for the year ended 30 June 2025

### 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 2021* (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.

## Material accounting policy information

for the year ended 30 June 2025

### Note – Material accounting policy information (continued)

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#### **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:

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**Operating result before capital income + interest expense**

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

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As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

#### **(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 2025, the Statement of Financial Position of the Declared Business Activity as at 30 June 2025 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 2025, 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 2024-25 (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 2025 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](http://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.

A handwritten signature in black ink, appearing to read 'K Taylor', written in a cursive style.

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

29 October 2025  
SYDNEY

# Special Schedules



Annual Report  
2024/25

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

Council of the City of Sydney

Special Schedules

for the year ended 30 June 2025

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# Council of the City of Sydney

## Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	340,889	357,082
Plus or minus adjustments <sup>2</sup>	b	(1,390)	4,997
<b>Notional general income</b>	c = a + b	<b>339,499</b>	<b>362,079</b>
<b>Permissible income calculation</b>			
Percentage increase	d	5.10%	4.10%
Plus percentage increase amount <sup>3</sup>	e = d x c	17,314	14,845
<b>Sub-total</b>	f = (c + e)	<b>356,813</b>	<b>376,924</b>
Plus (or minus) last year's carry forward total	g	35	—
<b>Sub-total</b>	h=g	<b>35</b>	<b>—</b>
<b>Total permissible income</b>	i= (f + h)	<b>356,848</b>	<b>376,924</b>
Less notional general income yield	j	357,082	377,015
Plus one-off catch-up of previous years' shortfall	k	234	91

The Council has the accumulated balance of \$354,960 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).



## 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 2026.

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 2024–25 (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 2025 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 2025.

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](http://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.

A handwritten signature in black ink, appearing to read 'K Taylor', written in a cursive style.

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

29 October 2025  
SYDNEY



# Council of the City of Sydney

## Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard <sup>a</sup>		Estimated cost to bring to the agreed level of service set by Council <sup>b</sup>		2024/25 Required maintenance <sup>c</sup>	2024/25 Actual maintenance <sup>c</sup>	Net carrying amount <sup>d</sup>	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000					1	2	3	4	5
Buildings	Buildings – non-specialised	29,638	67,726	49,354	48,468			1,852,800	2,746,089	4.6%	18.0%	65.0%	10.8%	1.6%
	Buildings – specialised <sup>e</sup>	5,400	7,026	2,884	2,871			41,998	74,266	10.5%	32.6%	26.2%	30.8%	(0.0%)
	<b>Sub-total</b>	<b>35,038</b>	<b>74,752</b>	<b>52,238</b>	<b>51,339</b>			<b>1,894,798</b>	<b>2,820,355</b>	<b>4.8%</b>	<b>18.4%</b>	<b>64.0%</b>	<b>11.3%</b>	<b>1.5%</b>
Roads	Sealed roads – surface	6,950	5,033	5,027	7,555			170,466	301,244	10.8%	33.0%	51.7%	4.2%	0.3%
	Sealed roads – structure	6,088	6,088	124	186			647,234	751,738	39.8%	42.4%	14.7%	2.1%	0.9%
	Bridges	1,316	644	103	155			74,814	106,977	34.0%	41.3%	20.8%	3.9%	0.0%
	Footpaths	16,714	6,673	4,204	6,319			476,859	818,336	20.4%	37.4%	40.1%	2.1%	0.2%
	Kerb and gutter	11,941	11,273	878	1,320			204,260	466,054	7.1%	42.4%	42.7%	7.2%	0.6%
	Other road infrastructure assets <sup>f</sup>	2,199	1,474	1,130	1,698			53,950	96,593	20.0%	54.1%	19.9%	2.8%	3.2%
	<b>Sub-total</b>	<b>45,208</b>	<b>31,185</b>	<b>11,466</b>	<b>17,233</b>			<b>1,627,584</b>	<b>2,540,942</b>	<b>23.1%</b>	<b>40.1%</b>	<b>32.9%</b>	<b>3.4%</b>	<b>0.5%</b>
Stormwater drainage	Stormwater drainage	5,227	7,000	3,298	1,701			389,491	566,856	24.9%	63.2%	8.3%	2.3%	1.3%
	<b>Sub-total</b>	<b>5,227</b>	<b>7,000</b>	<b>3,298</b>	<b>1,701</b>			<b>389,491</b>	<b>566,856</b>	<b>24.9%</b>	<b>63.2%</b>	<b>8.3%</b>	<b>2.3%</b>	<b>1.3%</b>
Open space / recreational assets	Open Space Assets	22,401	42,355	23,936	29,402			362,111	916,171	10.6%	22.9%	56.0%	9.1%	1.3%
	<b>Sub-total</b>	<b>22,401</b>	<b>42,355</b>	<b>23,936</b>	<b>29,402</b>			<b>362,110</b>	<b>916,171</b>	<b>10.6%</b>	<b>22.9%</b>	<b>56.0%</b>	<b>9.1%</b>	<b>1.4%</b>
	<b>Total – all assets</b>	<b>107,874</b>	<b>155,292</b>	<b>90,938</b>	<b>99,675</b>			<b>4,273,983</b>	<b>6,844,324</b>	<b>14.0%</b>	<b>30.8%</b>	<b>46.8%</b>	<b>7.3%</b>	<b>1.1%</b>

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" condtion. This asset represents a disproportionate share of the small 'Specialised Buildings' class.
- f 'Other' infastructure 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

Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024      2023		Benchmark
1. Buildings and infrastructure renewals ratio					
Asset renewals <sup>1</sup>	99,973	97.74%	84.20%	71.25%	> 100.00%
Depreciation, amortisation and impairment	102,289				
1a. Buildings and infrastructure renewals ratio (alternate) <sup>1</sup>					
Asset renewals	99,973	116.38%	103.97%	88.00%	> 100.00%
Required asset renewal (per adopted asset management strategy)	85,900				
2. Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	107,874	2.36%	2.03%	1.93%	< 2.00%
Net carrying amount of infrastructure assets	4,569,619				
3. Asset maintenance ratio					
Actual asset maintenance	99,675	109.61%	100.66%	104.33%	> 100.00%
Required asset maintenance	90,938				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	155,292	2.27%	1.77%	1.82%	
Gross replacement cost	6,844,324				

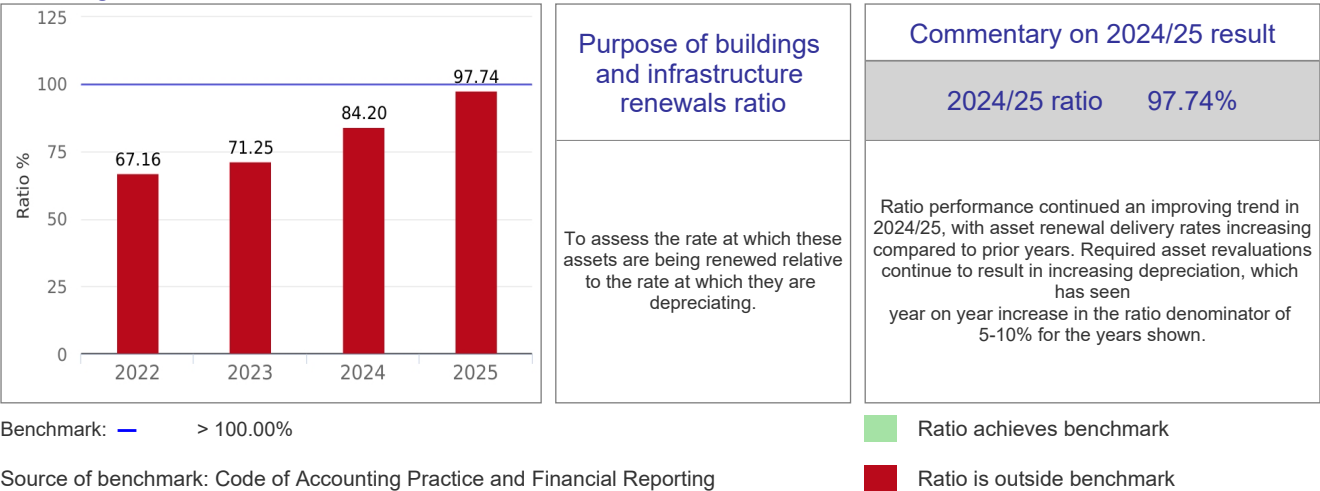
(\*) All asset performance indicators are calculated using classes identified in the previous table.

(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.

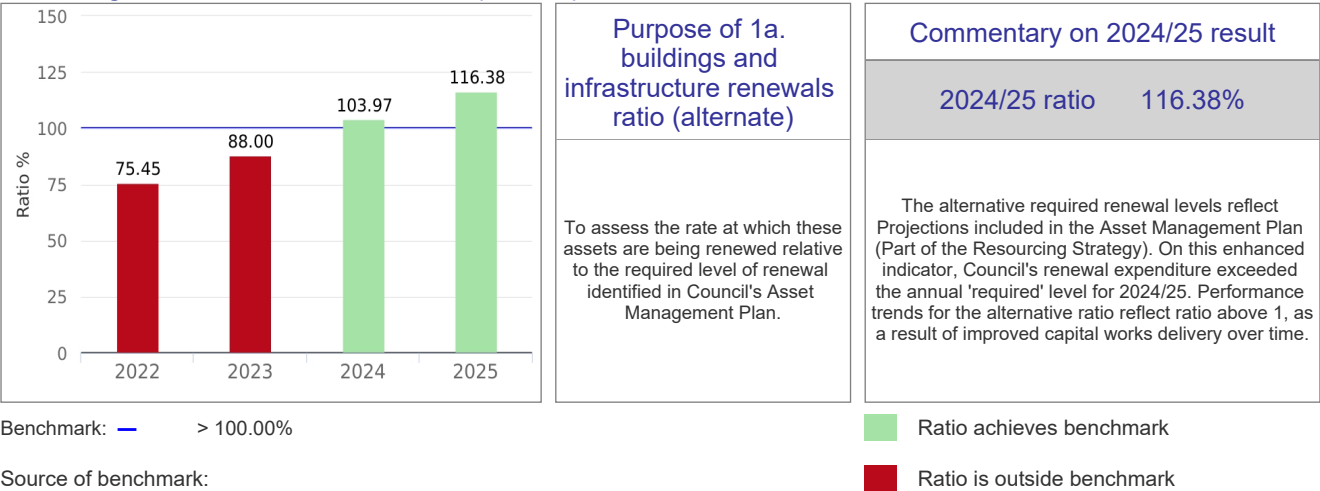
Council of the City of Sydney

Report on infrastructure assets as at 30 June 2025

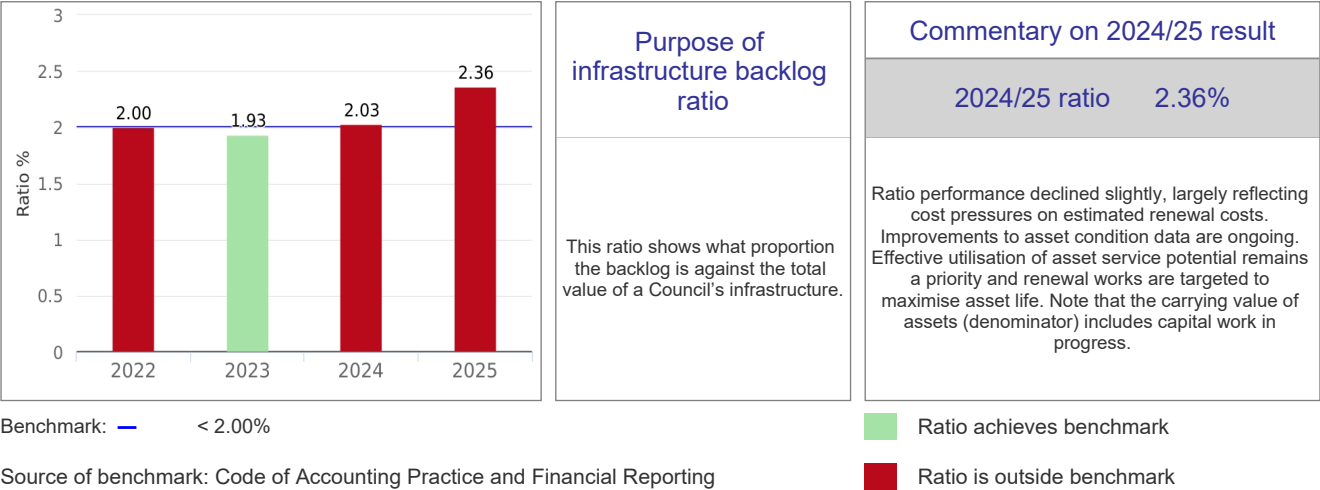
1. Buildings and infrastructure renewals ratio



1a. Buildings and infrastructure renewals ratio (alternate)



2. Infrastructure backlog ratio



3. Asset maintenance ratio

Council of the City of Sydney

Report on infrastructure assets as at 30 June 2025 (continued)

\$ '000	2025	
<div> <div> <div> <div> <div>150</div> <div>125</div> <div>100</div> <div>75</div> <div>50</div> <div>25</div> <div>0</div> </div> <div>Ratio %</div> </div> <div> <div>97.24</div> <div>104.33</div> <div>100.66</div> <div>109.61</div> </div> <div> <div>2022</div> <div>2023</div> <div>2024</div> <div>2025</div> </div> </div> </div>	<div> <div>Purpose of asset maintenance ratio</div> <div> <div>Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.</div> </div> </div>	
	<div> <div>Commentary on 2024/25 result</div> <div> <div>2024/25 ratio109.61%</div> <div> <div>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.</div> </div> </div> </div>	

Benchmark: — > 100.00%

Ratio achieves benchmark

Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

4. Cost to bring assets to agreed service level

<div> <div> <div> <div>3</div> <div>2.5</div> <div>2</div> <div>1.5</div> <div>1</div> <div>0.5</div> <div>0</div> </div> <div>Ratio %</div> </div> <div> <div>1.74</div> <div>1.82</div> <div>1.77</div> <div>2.27</div> </div> <div> <div>2022</div> <div>2023</div> <div>2024</div> <div>2025</div> </div> </div>	<div> <div>Purpose of cost to bring assets to agreed service level</div> <div> <div>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.</div> </div> </div>	
	<div> <div>Commentary on 2024/25 result</div> <div> <div>2024/25 ratio2.27%</div> <div> <div>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. Agreed service levels reflect appropriate minimum asset condition intervention points determined by Council's asset managers.</div> </div> </div> </div>	

# **Attachment B**

**Annual Report 2024/25 – Delivery Program  
2022–2026 annual progress report**



# Delivery Program 2022-2026 Progress Report



Annual Report  
2024/25

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

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



# Message from the Lord Mayor

In the last financial year, prudent management enabled us to deliver major capital works and a full program of environmental, social, cultural and economic initiatives while keeping our rates among the lowest in metropolitan Sydney.

That disciplined, long-term investment is visible across our local government area, from new and renewed parks and playgrounds to upgraded streets and facilities that make Sydney more accessible, sustainable and welcoming for all.

**A cornerstone of our approach is partnering to deliver world-class community infrastructure.**

In Green Square, our jointly funded project with the NSW Department of Education is nearing completion on the former Royal South Sydney Hospital site at Joynton Avenue, with an anticipated opening by the end of October 2025. This landmark project combines a new primary school with high-quality, flexible community spaces. Two dedicated multipurpose rooms will have their own Zetland Avenue entrance for community access at all times, while the school will also make available 2 further large multipurpose spaces, an outdoor court and a courtyard for hire and casual use at night and on weekends. It is a model of shared, efficient civic infrastructure, maximising access, inclusion and value for the community we serve.

**Across the city, we pressed ahead with our public domain upgrades to create greener, safer and more walkable streets.**

Working closely with Transport for NSW, we advanced pedestrianisation on George Street, delivering the remaining sections of the boulevard between Hunter and Alfred Streets and progressing works around Margaret Street. We improved the Loftus Street and Reiby Place intersection with a

continuous footpath and commenced planning for the upgrade of Sydney Square and the future Town Hall Square development – projects that will form a more generous civic heart for our city.

We continued our Central Business District Streetscape Improvement program, laying new granite paving on Clarence and York Streets, installing smart poles and LED lighting on Clarence Street, and upgrading traffic lanterns at Barrack and York. On Crown Street, our transformative upgrade is nearing completion, widening footpaths, adding trees, greening and new street furniture in line with our walking strategy, turning a busy corridor into a people-first main street.

Pavements and roads were renewed at record levels. We rehabilitated 46,831m<sup>2</sup> of roadway – the most in a single year since 2015/16 – and renewed 13,447m<sup>2</sup> metres of footway, including the major shared-zone project at Wilson Plaza, Redfern, improving safety and access for pedestrians, cyclists and drivers. We installed a further 1,816 m<sup>2</sup> of new granite infill paving, consolidating the city's high-quality public realm.

**Our commitment to place-making extended to some of Sydney's most cherished neighbourhoods.**

In Dixon Street, Haymarket, we restored the iconic Chinatown Ceremonial Gates and gifted them back to the community at a ceremony on 14 June. This meticulous conservation used authentic techniques and materials, replacing concrete lion statues with granite figures, renewing glazed ceramic roof tiles, adding 8 phoenix icons and 8 dragon panels, restoring etched marble, and refinishing timber and concrete elements. The restoration heralds a broader \$44 million revitalisation of the Haymarket precinct, with public domain works to commence from mid-

2025 – honouring heritage while preparing the precinct for a vibrant future.

**We also invested in the spaces where people play, gather and get active.**

Our synthetic sports field at Perry Park officially opened in July and is available 7 days a week. By balancing City-run programs with community and club hire, we are maximising diversity of use and year-round utilisation.

We completed upgrades to McKee Street Reserve and Playground in Ultimo, improving accessibility, seating and landscaping and expanding the community garden.

Woolloomooloo Playground was renewed to support inclusive, all-ages play with better lighting, passive surveillance and durable materials. In Surry Hills, Fanny Place Playground was completed in February 2025 with new gardens, irrigation, signage, a swing set and better links through to Bourke Street. We also opened upgrades at Douglas Street Playground, Arthur Street Reserve, and James Watkinson Reserve in Pyrmont.

At Victoria Park Pool, essential works were completed in October, transitioning heating to 100% renewable electricity with efficient electric heat pumps, resurfacing the toddler pool, improving air-conditioning and upgrading customer areas. This has lifted comfort, experience and sustainability in one of our most beloved aquatic centres.

And to better welcome visitors, we refurbished the Customs House visitor information centre in early 2025 with clearer wayfinding, a new digital content screen, and self-serve iPads supporting our face-to-face services and ambassador programs across key arrival points.

**Our transport and streets program continues to shift Sydney to cleaner, safer and more efficient ways of getting around.**

We strongly supported the new Sydney Metro when it opened in the second half of 2024 and advocated for increased services, both in frequency and in earlier and later operating hours. Walking continues to surge – pedestrian counts in 2024/25 are 52% higher than our November 2021 baseline. We accelerated our active transport network with work starting on cycleways along Oxford and Liverpool Streets, the Ashmore to Green

Square Connector, and Wellington Street. We completed the Castlereagh Street link and the Glebe-to-Ultimo route via Kelly and Mary Ann Streets. In total, we delivered 2.15 kilometres of new separated cycleways and 3.87 kilometres of new on-road facilities this year. Since we began counting in 2010, bike trips are up 187%.

Through submissions and evidence to NSW parliamentary and policy processes on e-micromobility, the Roads Act Review and the Net Zero Commission, we continued to make the case that walking, cycling and public transport are the safest, healthiest and fastest way to shrink transport emissions.

With TfNSW funding and approval, we completed our speed-limit program. All local and regional roads in the city are now 40 km/h, with major conversions in November 2024 across Forest Lodge, Camperdown, Beaconsfield, Rosebery, Waterloo, Alexandria, Redfern, Moore Park and Glebe, reducing trauma risk and making streets feel more humane.

**Action on climate and waste remains central to our work.**

We expanded our network of community recycling stations to 20 across 18 locations so that 85% of residents have one within a 10-minute walk. In 2024/25, these stations recovered 3 tonnes of materials, including batteries, mobiles, light bulbs, small electronics, vapes and, from June 2025, blister packs.

We delivered 362 waste-avoidance activities engaging 5,425 people through workshops, clothing swaps, info pop-ups in 36 locations and activations at social housing events. Twenty-nine apartment buildings representing 3,567 households received bespoke advice through our Recycle Helper Service, while searches on our redesigned Recycling Help tool rose 208%.

Our food-scrap recycling now serves more than 23,200 households with over 2,600 tonnes diverted from landfill to date. We are also trialling insect-farming processing: in the first 6 months, 226 tonnes of food scraps produced about 11 tonnes of insect protein for animal feed and 57 tonnes of frass as fertiliser, drawing strong interest from industry and other councils.

We continued to back community-led sustainability, awarding 35 environmental grants valued at \$604,900, from energy- and water-efficiency assessments in apartment buildings to innovation in recycled textile yarn and projects that embed nature and First Nations Caring for Country knowledge in our neighbourhoods.

**Our creative city agenda progressed on several fronts.**

We initiated a Creative Land Trust feasibility study with the NSW Government to explore a vehicle for delivering cultural space at scale, while maintaining a strong pipeline of affordable creative spaces – now 39 venues supporting up to 101 creative and cultural organisations, including City of Sydney Creative Studios operated by Brand X, City Recital Hall and the William Street Creative Hub.

At 119 Redfern Street, our Aboriginal Knowledge and Culture Centre opened in May and has quickly become a vibrant home for community groups, exhibitions and cultural events. The project, delivered by Aileen Sage with Djinjama, Jean Rice and Noni Boyd, won the 2024 Sustainability Awards' Adaptive Reuse category, demonstrating that heritage buildings can be made physically and psychologically welcoming for First Nations communities.

**Regional resilience also remains a priority.**

In April we launched the Resilient Sydney Strategy 2025–2030, setting a shared agenda for sustainability, equity, community connection, emergency preparedness and trusted governance. In June the Global Resilient Cities Network recognised the strategy's depth and inclusive engagement. Through Resilient Sydney and the Regional Organisations of Councils, we are advocating for stronger regional outcomes on waste, water and net zero.

**Our night-time economy and city activation programs are bringing people back to our centres and main streets.**

Working with the NSW Office of the 24-Hour Economy Commissioner, we advanced the Uptown District Accelerator and broader 24-hour Economy Strategy as well as the

introduction of Special Entertainment Precincts.

We permanently waived outdoor dining fees for footway and on-road dining. Since 2020 when we began the free outdoor dining program, we have approved nearly 1,000 applications, creating an estimated 13,000m<sup>2</sup> new space on roads and footpaths, supporting over 800 businesses.

In 2023/24, the core night-time economy (food, drink, leisure and entertainment) generated \$6.14 billion in turnover, up 8.3% year-on-year.

We continued close collaboration with Destination NSW, Placemaking NSW, Study NSW and the visitor economy, as Sydney welcomed 36.7 million arrivals in the year to December 2024, up 4.3% for domestic travellers and 11.2% for international visitors.

Our Sydney Streets program delivered 12 open-street celebrations across Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern, with 515 local businesses and community groups activating their neighbourhoods with outdoor dining, stalls, workshops and live performance.

**We also invested in social inclusion, providing \$3.52 million in rent concessions and \$5.43 million in social grants.**

Our community programs reached people at risk of loneliness and isolation – young people, older residents, international students and LGBTIQ+ communities – with standout moments including 293 attendees at retro gaming workshops tailored for mobility-impaired, neurodiverse and rainbow youth, a sold-out Seniors Festival Comedy Show at Sydney Town Hall with 1,000 attendances and 1,296 attendances across 23 programs for international students.

**Food security remained a focus amid cost-of-living pressures.**

Through our Food Operations Working Group and Food Support Grants we approved \$1.59 million in cash and value-in-kind for 42 food-relief projects, including services from Aboriginal Medical Services and Glebe Youth Services to BlaQ and First Nations Response. Our Meals on Wheels program delivered 49,868 meals this year, up 12%, including emergency support for residents

impacted by a June fire at the Mission Australia Centre, Surry Hills.

At Sydney City Farm, volunteers contributed 3,200 hours to grow and harvest 750 kilograms of fresh produce from 270 crops to donate to local charities, while hundreds more attended education programs, team activities and community events.

**We are in an increasing housing affordability crisis, which is making owning or renting in Sydney unaffordable for many.**

The problem is particularly acute in the inner city.

This year we completed a comprehensive review of our Affordable Housing scheme and recalibrated the levies we collect from developers to further boost the number of affordable dwellings we help deliver. Around 3,388 affordable homes have already been built or are in the planning stages, and another 1,950 affordable homes are set to be delivered as a result of the City of Sydney's current affordable housing scheme.

We also introduced new regulations to prohibit net dwelling loss – where smaller, more affordable apartment units are bought up and converted into luxury apartments.

**We maintained our leadership in homelessness response and advocacy.**

Through our street outreach, coordinated with Homes NSW, we continued a compassionate, housing-first approach. Since March 2019, 6,586 people have been engaged and, since March 2017, 461 people have been housed.

In 2024/25, City-funded programs helped 230 people exit homelessness and prevented 170 people from entering homelessness, a 9% increase on the previous year.



**Clover Moore AO**

Lord Mayor

Our February street count identified 346 people sleeping rough and 380 people in crisis or temporary accommodation, reinforcing the urgency of our work.

We provided \$1.4 million to specialist services, and, during extreme heat in mid-March, activated the Inner-City Emergency Response Protocol in partnership with Homes NSW, NSW Health and our university and health partners, establishing mobile cooling hubs and opening community centres as safe respite.

**We launched 3 major strategies to guide our work in the coming years.**

Our new Environmental Strategy, Economic Development Strategy and Cultural Strategy were all adopted unanimously by council after extensive community consultation and development with Sydney's brightest experts in these fields. They represent our commitment to a City that is thriving, liveable and sustainable.

We also convened the city's big conversations. Two CityTalks brought together leaders in innovation, events, AI, quantum, business and civic life to chart our course to a more inclusive, sustainable and prosperous Sydney.

**I am immensely proud of what we have delivered together this year.**

My thanks to our dedicated City staff, to our partners across government, business and community, and to our volunteers and residents who shape this city every day. In the year ahead, with a clear plan and strong partnerships, we will continue to invest in high-quality public infrastructure, champion a fair and creative economy, accelerate our transition to net zero, and ensure Sydney remains a that is welcoming, resilient and full of opportunity.

# Message from the CEO

This year communities experienced ongoing cost-of-living pressures and housing affordability challenges. We continued to advocate for and support communities by focusing on providing quality services, financial sustainability and programs to build resilience and foster social inclusion, enhance environmental sustainability and encourage cultural vitality and economic participation.

Following the local government election in September 2024 we welcomed a number of new councillors. To support them in performing their civic duties and meeting our legislative obligations, we ran a councillor induction program and provided access to ongoing training and professional development programs.

In 2025 we refreshed our community strategic plan *Delivering Sustainable Sydney 2030–2050* based on community insights from more than 13,500 pieces of feedback collected between 2022 and 2024. To guide our work into the future, we also refreshed key strategies including the economic development strategy 2025–2035, cultural strategy 2025–2035, environmental strategy 2025–2030, inclusion (disability) action plan 2025–2029 and the Stretch reconciliation action plan 2025–2028.

We introduced a new online community engagement system in October 2024 featuring improved online tools and new ways to collect feedback. This year 56 community engagement projects were open for consultation, and we hosted 16 social housing meetings giving residents the opportunity to have their say on projects, issues and services most important to them. We continued to be a voice for the community and made submissions to state and federal governments on matters impacting the city, our workers, visitors and residents.

Our Stretch reconciliation action plan 2025–2028 was launched to help mark National Reconciliation Week. Targeted recruitment increased Aboriginal and Torres Strait Islander employment to 3.5% and 1,072

employees have completed our Aboriginal and Torres Strait Islander cultural awareness program. Our spend with Aboriginal and Torres Strait Islander businesses rose to \$3.169 million this year, exceeding our target \$2 million spend for the first time.

**We were proud to be named as a finalist for the Best Place to Work by the *Australian Financial Review* and to be reaccredited as a disability confident recruiter for a third successive year.**

We also scored highly in the Diversity Council of Australia's Inclusive Employer Index. Our workplace initiatives included executive training on anti-racism, finalisation of our first anti-racism framework, manager training on neurodiversity, updates to our domestic and family violence policy, and wellness programs promoting peer support and mental health.

Our digital services were recognised, with our community focused digital service winning the NSW Customer Experience Initiative of the year in the digital transformation category of the NSW Auscontact Excellence Awards, and our CityConnect Ecosystem winning the customer experience category of the NSW Local Government Professionals Excellence Awards.

We continued working to improve our internal processes. This includes our digital transformation program with smart productivity solutions to improve data quality and security and increase automation. Our procurement transformation project streamlined processes and strengthened governance and reporting.



Improvements in processes and service delivery have also supported our environmental sustainability goals. In 2024/25:

- Greenhouse gas emissions from City of Sydney operations were reduced from 12,554 tonnes CO2-e to 11,480 tonnes CO2-e.
- We increased the city's tree canopy by planting 847 trees including 731 street trees and 116 park trees – the most street trees planted since 2021/22. More than 550 volunteers and community gardeners are active in 19 community gardens and 4 Landcare/Bushcare groups operating in our local area.
- In collaboration with Royal Prince Alfred Hospital we reused uncontaminated filtered water from kidney dialysis machines to help clean our streets, saving 1.5 million litres of drinking water a year.
- We completed projects to switch pool and hot water heating to electricity at both Victoria Park Pool and Andrew (Boy) Charlton Pool.

P. M. Barone

**Monica Barone PSM**

Chief Executive Officer



Image 1. Andrew (Boy) Charlton Pool, Woolloomooloo. Reopening after 2025 refurbishment. Photo by Abril Felman / City of Sydney



# About Sydney

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

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

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

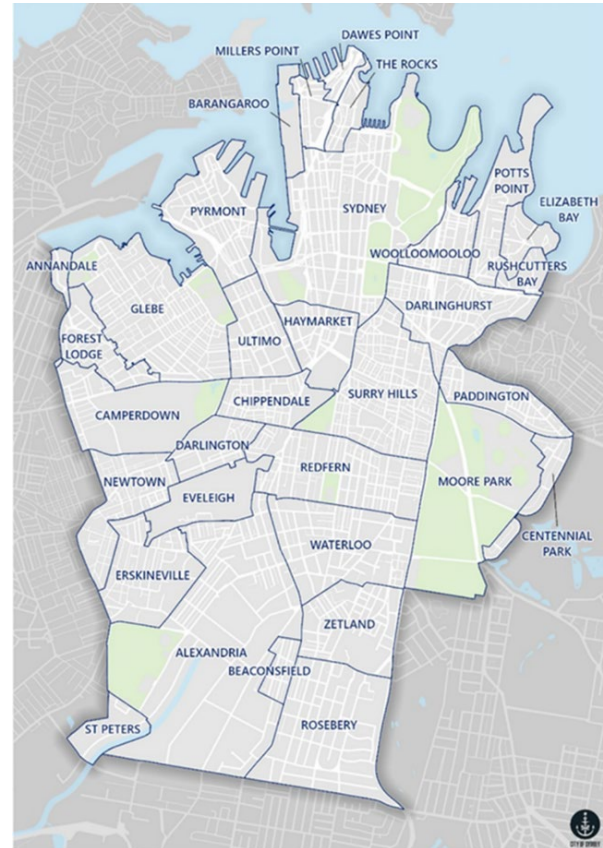


Figure 1. Map of the Sydney local government area showing the 33 area suburbs

## Defining Sydney

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

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

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

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

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



Image 2. Martin Place, Sydney at lunchtime featuring chairs in squares. Photo by Ed Hurst / City of Sydney



# About the City of Sydney

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## The City of Sydney – roles and responsibilities

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

Councils exist to:

- provide a representative, informed and responsible decision-making body
- develop the local community and its resources in a socially just and environmentally responsible way
- ensure local public services and facilities respond effectively to community needs.

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

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

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

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

### Functional responsibilities

- Provide for local services and manage facilities that benefit ratepayers, residents and visitors.
- Protect the environment and improve local amenity.
- Represent and promote the interests of ratepayers and residents.
- Attract and provide infrastructure for commerce, tourism and industry.
- Establish and support organisations and programs focussed on the local community.
- Protect health and provide for the welfare, wellbeing and interests of the local community.
- Provide for development in the local area.
- Manage, improve and develop resources available to Council.

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

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



Figure 2. City of Sydney organisational chart

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



Image 3. Pyrmont community centre, Pyrmont. Photo by Clinton Weaver / City of Sydney



## Our awards

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

Councillor Linda Scott, City of Sydney – Councillor Lilliane Brady OAM Award – 2024 Ministers' Awards for Women in Local Government

Chris Thomas, City of Sydney – President's Prize – The Australian Institute of Architects NSW Chapter

Dr Tom Gao, City of Sydney – Local Government Technology Leader of the year – iTnews Benchmark Awards and ranked 19 from Top 50 Best Chief Information Officers in Australia by CIO50 Awards Australia 2024

Catherine Veronesi, City of Sydney – Ranked in Top 100 influencers in The Contact Centre Industry in APAC by Contact Centre Magazine

119 Redfern Street – winner of the Adaptive Reuse (Alteration/Addition) category of the 2024 Sustainability Awards

Pymont Community Centre – winner of the Public Architecture category of the 2025 NSW Architecture Awards

Community Focused Digital Service – winner of the NSW Customer Experience Initiative of the Year / Digital Transformation category of the NSW Auscontact Excellence Awards

CityConnect Ecosystem – winner of the Customer Experience of the NSW Local Government Excellence Awards

Wimbo Park, Surry Hills – winner of the Parks and Open Space category of the Australian Institute of Landscape Architects (NSW Chapter) Award of Excellence

CityConnect (City Connect online services portal and dashboard, smart digital forms and One CRM) – gold winner of the Process Transformation category of the Sydney Design Awards

Victoria Park Pool electrification – gold winner of the National and NSW Sustainable Project categories of the Swimming Pool and Spa Association excellence awards.

Monica Barone PSM, CEO, City of Sydney – highly commended for Sydneysider of the Year – Sydney Awards 2024

Ultimo Pymont Planning Framework – commended for Strategic Planning Project category of the 2025 NSW Architecture Awards

City Recital Hall Renewal – commended for Interior Architecture category of the NSW Planning Institute of Australia awards

Improving First Time Resolution – finalist in the Customer Experience Initiative of the Year category of the Auscontact Excellence Awards

City of Sydney's Lord Mayor's Welcome for International Students – finalist in the Partnership Excellence category of the NSW International Education Industry Awards

City of Sydney – finalist in the Team of the Year: Customer Value category of the CIO50 Awards Australia 2024

Public Access IT (PAIT): Providing the community with access to IT – finalist in the Best Local Government Project category of the iTnews Benchmark Awards

Transforming the booking experience for community venues – finalist in the Best Place to Work by Australian Financial Review

Dr Tom Gao, City of Sydney – finalist for the Digital transformation champion category of the Digital Nation Awards

# The integrated planning and reporting framework

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

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

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

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



Image 4. New street furniture, George Street (south), Sydney. Photo by Ed Hurst / City of Sydney

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

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

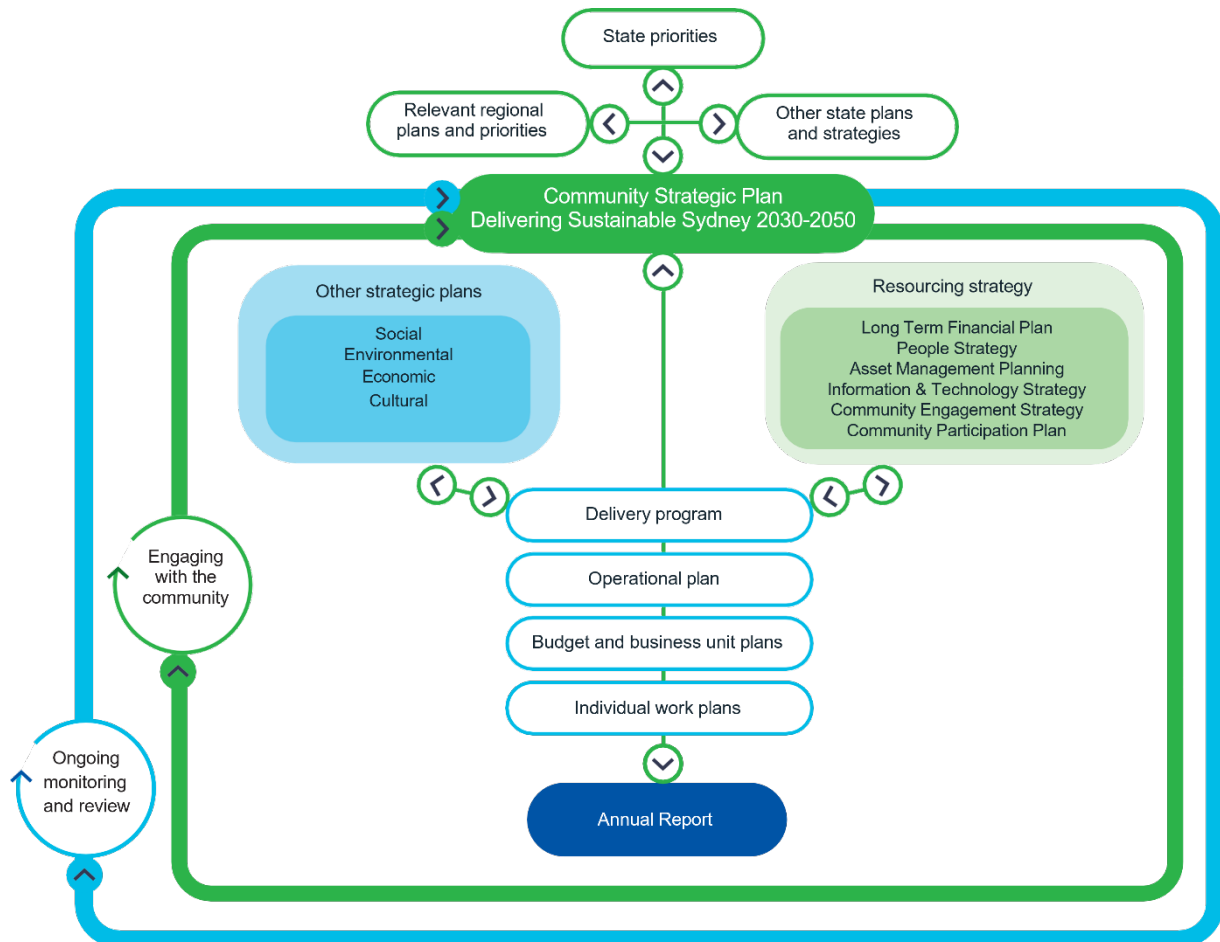


Figure 3. Integrated planning and reporting framework diagram adapted from Office of Local Government (OLG)

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

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

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

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

## **Resourcing the plan**

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

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

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

### **1. Long term financial plan**

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

### **2. People (workforce) strategy**

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

### **3. Asset management planning**

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

### **4. Information and technology strategy**

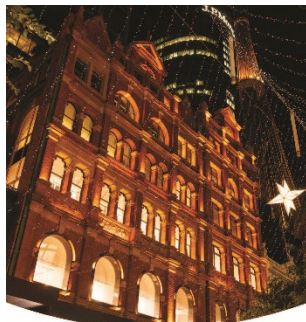
This strategy sets the information and technology direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. It guides information and technology related decision making, priorities and investment.

### **5. Community engagement strategy and community participation plan**

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

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

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



Resourcing Strategy  
2025

The City of Sydney is a registered entity under the Companies Act 2006 (UK) and is a subsidiary of the City of Sydney Council.

CITY OF SYDNEY



People Strategy  
2025–2029

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Information and  
Technology Strategy  
2025–2029

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CITY OF SYDNEY



Long Term Financial Plan  
2025/26 to 2034/35

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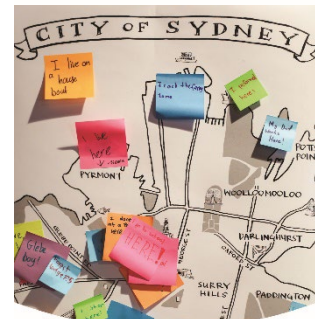
CITY OF SYDNEY



Asset Management Strategy  
2025/26 to 2034/35

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CITY OF SYDNEY



Community Engagement Strategy  
and Community Participation Plan  
2025–2029

The City of Sydney is a registered entity under the Companies Act 2006 (UK) and is a subsidiary of the City of Sydney Council.

CITY OF SYDNEY

Figure 4. City of Sydney 2025 resourcing strategy and integrated documents

### Monitoring and review

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

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

Additionally, 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 to measure progress. The plan was updated in 2025 and some targets were updated to align with recently adopted City strategies.



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




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

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

Sustainable Sydney Target	Progress
 <p><i>By 2035 we will achieve net zero emissions in the City of Sydney local area</i></p>	<p>As at June 2024, annual greenhouse gas emissions were 3,225 tonnes CO<sub>2</sub>-e, a decrease of 45% 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 in our local area.</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 204 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% from 2018/19 levels.</i></p>	<p>This target was updated with the 2025 update of the community strategic plan Delivering Sustainable Sydney 2030–2050.</p> <p>In 2023/24, each person in the City of Sydney local area used 194 litres of water each day.</p> <p>Non-residential potable water use has decreased 20% from the 2019 baseline.</p>
 <p><i>By 2035 there will be a 15% reduction in waste generated by each person based on 2023 levels.</i></p> <p><i>And by 2035 there will be 90% recycling of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.</i></p>	<p>The baseline for the waste generation target was updated with the 2025 update of the community strategic plan Delivering Sustainable Sydney 2030–2050. We will begin reporting on the new baseline from 2025/26.</p> <p>In 2024/25 there was an 17% reduction in the amount of residential waste collected per capita from the 2015 baseline. 52% of residential waste from our local area was diverted from landfill in 2024/25.</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 55% of commercial and industrial waste is being diverted from landfill (data from 2025 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).</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. Despite the significant economic impact of the pandemic, the city of Sydney saw an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector which accounted for 125,000 jobs in the City of Sydney.</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 rental and diverse housing with these proportions maintained into the future.</i></p>	<p>As at June 2025, in the local area there were:</p> <ul style="list-style-type: none"> <li>– 125,720 private dwellings representing 80.6% of the private dwelling target for 2036. This is a net increase of 1,710 between June 2024 and June 2025,</li> <li>– 17,146 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 98.0% of the non-private dwelling target for 2036,</li> <li>– an estimated 9,540 social housing dwellings, representing 7.6 per cent of private dwellings,</li> <li>– 1,338 built affordable rental housing dwellings and 52 private diverse housing dwellings, representing 1.1% of private dwellings,</li> <li>– 234 build-to-rent apartments. The city's first build-to-rent was completed in 2025.</li> <li>– 527 affordable and diverse housing dwellings in the development pipeline, and</li> <li>– a further 2,131 affordable and diverse housing dwellings that are in the pre-application stage.</li> </ul> <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 5,998 by 2036. This equates to roughly 50 percent of the 12,000 affordable dwellings target for 2036, or about 3.8 percent of the private dwellings target for 2036.</p>

Sustainable Sydney Target	Progress
 <p><i>By 2036 new cultural production floor space in the City of Sydney local area will have increased to at least 40,000 m<sup>2</sup> from 1,212,900m<sup>2</sup> in 2017.</i></p>	<p>Between 2017 and 2022, the city's creative floor space decreased by 63,992m<sup>2</sup> from 1,212,900 m<sup>2</sup> to 1,148,908 m<sup>2</sup>.</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, state government data shows trips on public transport in the Sydney CBD increased from a monthly average of 12 million in 2020/21 to 20 million in 2024/25.</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"> <li>- fresh food – 99.95%</li> <li>- child care – 99.38%</li> <li>- health – 100%</li> <li>- leisure – 99.97%</li> <li>- social – 99.94%</li> <li>- learning – 99.3%</li> <li>- cultural – 97.5%, and</li> <li>- public open space – 100%.</li> </ul>


Sustainable Sydney Target	Progress
 <p><i>By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.</i></p>	<p>The 2023 wellbeing indicators showed that:</p> <ul style="list-style-type: none"> <li>– 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%.</li> <li>– 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.</li> <li>– 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.</li> </ul>



Image 5. Community members at our Reginald Murphy Community Centre, Elizabeth Bay. Photo by Phoebe Pratt / City of Sydney

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# Delivery Program 2022–2026 Progress Report

June 2025

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

# City of Sydney – Delivery Program 2022-2026 – Progress Report 2024/25

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**Glossary**

**Appendix 1: Status definitions for progress reports**

*This report was previously published at the 18 August 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.*

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## How to read this report

Community Strategic Plan (CSP)	SD05 A city for walking, cycling and public transport											
strategic direction	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 objective	5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport											
CSP & Delivery Program Action	Major Projects	Completion Date	% Complete	Progress To Date						Status		
Delivery Program Action (short description)	Safe, connected cycleways											
Operational Plan Action Project	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	Progress To Date								Status		
	Safe, connected cycleways											
Operational Plan Action Program	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											
Operational Plan Measures	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	2	0.91	2.74	0.41	0.17	4.23	The following sections of the strategic bike network have been completed: King Street between Pitt Street and Philip Street, Pitt Street between King Street and Circular Quay, and College Street between Oxford Street and Prince Albert Road. Progress Commentary	On Track

## 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
<b>Governance, risk and audit frameworks</b>		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	<p>Efforts to embed the Risk Appetite Statement into operations continued during the quarter with new training developed. The Governance, risk and compliance system has also been enhanced to identify where risks are within or outside of appetite.</p> <p>Identifying and monitoring critical compliance obligations has progressed and will continue throughout the year and this information will be used to enhance the reporting and monitoring of critical compliance obligations across the City. This is supported by ongoing education for staff and managers on their compliance responsibilities. Learnings and updates from the City's risk and compliance registers are reported to the Audit Risk and Compliance Committee on a quarterly basis.</p>	<b>On Track</b>
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	The City has continued to support the implementation of the Safety Management System through targeted education sessions across all business unit types. In addition to reinforcing system requirements, recent sessions have placed increased emphasis on practical strategies for fostering a mentally healthy workplace, including promoting peer support networks and encouraging participation in wellness initiatives.	<b>On Track</b>
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The City's governance and integrity framework was supported by a number of initiatives in 2024/25. The Fraud and Corruption Control Plan was reviewed and updated, supported by a new annual Fraud and Corruption Action Plan and the bi-annual Corporate Fraud and Corruption Risk Assessment. New starters received training on fraud and corruption in mandatory face to face Code of Conduct training, and a shorter e-learn version of the training was developed for employees who are unable to attend face to face training. The Conflicts of Interest Policy was reviewed and updated. The Privacy Management Plan was reviewed and updated and a new privacy refresher eLearn was developed and completed by City staff. A comprehensive review of the Delegations to the Lord Mayor and Delegations to the CEO was completed. A new risk register was developed for business unit fraud and corruption control plans. Regular staff communications are undertaken on a range of issues including fraud awareness week, identifying and understanding fraud threats due to emerging technologies, gifts and benefits, updates on changes to the Delegations, how to report concerns of misconduct and guidance on expected standards of behaviour/inappropriate conduct. Tailored workshops on other work/management of conflicts of interest were delivered to specific business units. Public interest disclosure training was completed by all new managers and disclosure officers.	<b>On Track</b>
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 22 May 2025. Progress toward completing the balance of internal audits in the approved operational plan for 2024/25 is nearing completion.	<b>On Track</b>
Deliver completed annual financial statements without qualification by the Audit Office of NSW	<p>The 2023/24 Annual Financial Statements were completed with an unmodified (unqualified) audit opinion and presented to Council at the October 2024 meeting. Subsequent to Council endorsement, the statements were submitted to the Office of Local Government by the 31 October deadline and exhibited to the public. At the November 2024 Council meeting, the statements were formally adopted as part of the Annual Report for the 2023/24 financial year.</p> <p>Preparation work for the 2024/25 Annual Financial Statements is underway including audit planning and interim audit work and is in line with the year-end timetable.</p>	<b>On Track</b>



## Foster leadership capabilities

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

Councillors receive regular information updates and comprehensive information sessions on all current issues. Following the September 2024 election, an induction program commenced in October 2024 to ensure all Councillors were provided with the information they require to perform their civic duties and meet our legislative obligations. Further induction sessions also occurred in 2025. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs and information on induction and training programs offered by the Office of Local Government LGNSW has been provided to all Councillors. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

**On Track**

## High quality internal legal advice and representation

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

Legal support was provided in relation to matters across all areas of the City's operations, including property, contracts, administrative, planning and enforcement. Training was provided in areas such as copyright and contracts. There was a particular focus in the past quarter being on resourcing the new Town Hall Square project and ongoing work flowing from property and procurement, as well as changes to planning legislation.

**On Track**

## Governance, risk and audit frameworks

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Public interest disclosures received	No	3	2	-	2	2	0	0	4		Indicator Only
Lost time injuries	No	45	43	-	17	18	21	13	69		Indicator Only

## Foster leadership capabilities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
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.	2	1	-	0	0	0	0	0		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
<b>Continuous improvement</b>		
Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	Work continued to improve the efficiency and effectiveness of internal corporate services. This will streamline processes, free up staff time and improve employee satisfaction. A review of the procurement and contract management function is currently underway.	<b>On Track</b>
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	The City's asset management documentation (asset management policy, asset management strategy and community asset management plan) has now been updated, adopted and published as part of the Integrated Planning documents for 2025/26.	<b>On Track</b>
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	<p>In 2024/25, 22 new or improved Smart Productivity Solutions were delivered for a range of business services and activities, including for recreation, workforce and WHS, venue management, procurement, property management, planning, recycling, asset management, greening, capital works, and customer service.</p> <p>Smart Productivity Solutions contribute to the City's Digital Transformation by providing high quality data at point of capture, information and data security, and improved efficiency by eliminating manual processes.</p> <p>In 2024/25, in accordance with State Records legislative requirements, data has been lawfully destroyed from 22 computer systems according to approved Systems Records Retention and Disposal Plans.</p>	<b>On Track</b>
<b>Digital services</b>		
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 84 smart digital forms that community members can use to request services on-line. We are now in the planning stage for additional services to be added to City Connect which involves reviewing 130 services and request types.	<b>On Track</b>
Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	Significant progress has been achieved in upgrading and patching our communication infrastructure to enhance service delivery and ensure business continuity. This includes the successful completion of upgrades for various network-related appliances, the upgrade and migration of our existing Microsoft email platform, and the implementation of a new Cloud Backup platform. More recently, the City achieved compliance with the Essential 8 requirements for Level 1 maturity, significantly improving our security posture. This included implementing multi-factor authentication for community facing systems. Windows Defender Application Control was also introduced to facilitate the management of authorised applications within the City's desktop environment.	<b>On Track</b>
<b>Access to City information and data</b>		
Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	<p>In 2024/25 the City complied with GIPA mandatory and proactive access obligations by:</p> <ul style="list-style-type: none"> <li>• Publishing 22,589 planning application documents, including 3,765 submissions relating to 1,574 planning applications, through the on-line Find a DA service.</li> <li>• Completing 2,993 requests for information, subpoenas and section 41 access applications.</li> <li>• A primary channel for proactive disclosure is the City's website, which in the quarter had 2,572,759 users, 8,591,632 page views, and 399,907 file downloads.</li> </ul>	<b>On Track</b>

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

In 2024/25:

- 35 new data products (open data sets, interactive maps and apps) have been published on the City's Data Hub and 114 data products have been updated. The data hub contains 158 data products
- 12,539 new items were proactively published to the Archives & History Resources catalogue. Enhancements by volunteers were also made to existing items in a range of series to make them more accessible.
- 18 collections were added including for The Tank Stream, Victoria Street, Green Park, St Andrews Cathedral, and Paddington Town Hall.
- Place records (which provide basic information about fountains, artworks, curiosities etc.) were added for 15 places, including: Sydney Square, Pact Youth Theatre Erskineville, Shakespeare Memorial, Archibald Fountain, Coca-Cola sign, and AWA Tower
- The City Archives has continued to work toward targets for improvements in the management of Aboriginal and Torres Strait Islander records in the City Archives.

**On Track**

## Business and spatial intelligence

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

In 2024/25 26 new internal dashboards were deployed to support a range of business services and activities, including for cleansing and waste management, workforce and WHS, procurement, environmental (including greening), planning, sustainability, customer service, accessibility, and community services.

**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 has been active in implementing its People Strategy, with programs delivered to enhance its workforce capability. These programs included continued streamlining of how employees work to improve productivity, increasing flexibility for improved work output, improving clarity and benefits to shift workers in the City of Sydney Award, development of the employee value proposition, improving performance and development management approaches and reporting, and improving manager insights and actions through new reporting dashboards.

**On Track**

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

The City delivered programs to progress EEO, Diversity and Inclusion. These programs included:

- Executive training on Anti-Racism and finalisation of the City's first Anti-Racism Framework.
- Aboriginal and Torres Strait Islander cultural awareness training, both online and in-person.
- Manager training on embracing neurodiversity: A strengths-based approach webinar, and meaningful employment actions set out in the Inclusion (Disability) Action Plan.
- Domestic and Family Violence policy revision and updates, including additional leave to support victims of Domestic and Family Violence leave.
- Introduction of gender-neutral parental leave in the City of Sydney Award.
- International Women's Day event.
- Creation of preferred first name options for employees who have 'dead names' with support from the City Pride employee network
- 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 3.5% in the period.

**On Track**

Digital services											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Communication received from the community via digital channels	%	62.75	65.73	-	73.8	71.2	73.7	74.4	73.28	For the period July 2024 to June 2025, 73% of contacts and requests were received from the community via digital channels.	Indicator Only
Average time to answer phone calls from the community	Secs	-	-	90	69	78	109	57	78.25		On Track
Community service requests received	No.	184,581	197,882	-	39,802	39,115	44,746	39,760	163,423	The volumes reported for quarters 1,2 & 3 have been corrected to remove duplicated counts.	Indicator Only
Community service requests from all channels actioned within agreed service standards	%	82.5	87.23	85	90.9	92.6	93.16	93	92.42		On Track
Access to City information and data											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	31	46	-	32	17	14	20	83	The number of applications received in Quarter 4 increased from the previous quarter and is the second highest since 2019/20. Previously published data for Q2 2024/25 has been revised.	Indicator Only
GIPAA Informal Access Applications received	No.	3,263	2,895	-	771	656	717	760	2,904	The number of Information requests for the quarter is similar to the previous year and sits within an average range for the year.	Indicator Only
Strengthen workforce capability, diversity and inclusion											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent establishment positions	No	1,953.85	2,002.25	-	2,012.65	2,057.85	2,068.95	2,092.15	2,092.15		Indicator Only
Vacancy rate	%	10.35	6.49	-	4.73	5.68	5.84	5.31	5.39		Indicator Only

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

Major Programs	Progress To Date	Status
<b>Financial sustainability</b>		
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 continued to progress. A review of outdoor dining fees has been ongoing through 2024/25. A working group has also been formed to examine domestic waste service charges and to simplify the charging framework	<b>On Track</b>
Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	<p>The 2025/26 iteration of the City's Long Term Financial Plan was adopted at the June 2025 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.</p> <p>Following the end of each quarter, financial updates have been presented at Council meetings. At each quarter it has been reported that the organisation remains in and is forecast to continue to be in a sound financial position. Council's operational and financial performance for 2024/25 will be presented to the August 2025 Council meeting. The quarterly financial report will reflect latest capital forecasts and projections, operating performance for the year, and associated commentary. The 2024/25 audited Annual Financial Statements will be presented to Council in October 2025.</p>	<b>On Track</b>
<b>Integrated planning and reporting</b>		
Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	The City's 2023/24 annual report was completed in line with legislative requirements and was endorsed by Council in November 2024. The City's 2025 update to the community strategic plan delivering sustainable Sydney 2030-2050, 2025-2029 delivery program, 2025 resourcing strategy and 2025/26 operational plan were adopted by Council on 23 June 2025 after public exhibition.	<b>On Track</b>
<b>Advocacy and policy initiatives</b>		
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.	<b>On Track</b>
<b>Strategic property management</b>		
Manage the City's investment property portfolio to optimise revenue opportunities	The new management model for City of Sydney Properties continues to be embedded across all assets and aligning with industry best practice.	<b>On Track</b>
<b>Best practice procurement</b>		
Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	The Procurement Transformation Project is focused on the redesign of simple/low value procurement processes. To date the Procurement and Contract Management Policy has been refreshed, information on a range of frequently asked for information has been published on City Net, and a new streamlined, clarified approach to Exceptional Circumstances (EC) has been implemented, which removed unnecessary EC approvals, defined pre-approved EC's, redefined the situations where an Exceptional Circumstance applies, and amended the approval process and delegations. Work is underway on a new Contract Management Register which will provide improved governance, reporting and expenditure tracking.	<b>On Track</b>

Financial sustainability											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	4.6	2.27	0	-	-	-	2.01	2.01	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-
Own Source Revenue Ratio. Benchmark >60%	%	79.83	84.47	60	-	-	-	85.62	85.62	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-
Building and Infrastructure Asset Renewal Ratio. Benchmark >100%	%	88	103.97	100	-	-	-	116.38	116.38	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	-

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

Major Programs	Progress To Date	Status
<b>Advocacy</b>		
Research, assess and make submissions on intergovernmental policy issues to the NSW government and the federal government where appropriate	<p>The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This year this included submissions for:</p> <ul style="list-style-type: none"> <li>the National Construction Code 2025,</li> <li>the National Urban Policy Consultation Draft,</li> <li>the Response to NSW EPA Food and Garden Organics Mandates Proposal Paper,</li> <li>the Australian Government's Transport and Infrastructure Net Zero Consultation Roadmap,</li> <li>the Centennial Parklands and Callan Park Regulation,</li> <li>the NSW Environmental Protection Authority Levy Review Issues Paper,</li> <li>the Explanation of Intended Effect - Pathway Changes to Support Transport Oriented Development Precincts - Design Excellence,</li> <li>the Transport and the Arts Inquiry into the Use of e-Scooters, e-Bikes and Related Mobility Options,</li> <li>the Home Energy Ratings Disclosure Framework,</li> <li>the Home Energy Ratings Disclosure Framework,</li> <li>the Commercial Building Disclosure (CBD) Program Expansion 2024,</li> <li>the Draft Building Bill 2024 and associated Draft Regulations,</li> <li>the Select Committee Inquiry on Essential Worker Housing,</li> <li>NSW Special Entertainment Precinct Guidelines,</li> <li>the Freight Policy Reform Program Interim Directions Paper,</li> <li>the Inquiry into the Prevalence, Causes and Impacts of Loneliness,</li> <li>NSW EPA Plastics: The Way Forward,</li> <li>the Councillor Conduct and Meeting Practices Discussion Paper,</li> <li>NSW Drug Summit 2024,</li> <li>the Draft NSW Local Government Filming Protocol 2024,</li> <li>the Local Government Remuneration Tribunal - 2025 Annual Review,</li> </ul>	<b>On Track</b>



- the Homes for NSW Discussion Paper,
  - the Joint Select Committee Review on the Greater Sydney Parklands Trust Act 2022,
  - the Swanson Street Cycleway,
  - the Parking Amendment Regulations,
  - the Australian Energy Regulator (AER) Draft Decision - Jemena Gas Access Arrangement 2025-2030,
  - the Blackwattle Bay Land Use Amendment and Voluntary Planning Agreement,
  - the Explanation of Intended Effect: Cultural SEPP,
  - the Draft NSW Homelessness Strategy 2025-2035,
  - the New Model Code of Meeting Practice,
  - the NSW Office of the Registrar General - Obsolete Restrictive Covenants,
  - Transport for NSW's Draft Transport Modelling Guidelines,
  - the Transport for NSW Approach to Road Recategorisation, the Roads Act 1993 Issues Paper (Stage 1 Engagement),
  - the NSW Housing Pattern Book Discussion Paper - Planning Pathways for Low Rise Patterns,
  - the Energy from Waste Options Paper,
  - the draft NSW Government Permit and Pay Parking Guidelines,
  - the Transport and Infrastructure Inquiry: Infrastructure for Electric and Alternative Energy Source Vehicles in NSW,
  - the draft Guide for Council Led Affordable Housing on Operational Land,
  - the Explanation of Intended Effect: Changes to Deter Illegal Tree and Vegetation Clearing,
  - the Evaluation of the Public Spaces (Unattended Property) Act 2021 and Regulation,
  - the NSW Draft Waste and Circular Infrastructure Plan and the Sydney Water Pricing Determination and Implications for Greater Sydney.
- Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.

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

Major Programs	Progress To Date	Status
<b>Partnerships</b>		
Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	Resilient Sydney held quarterly Resilience Ambassadors Meetings in 2024/25 with the latest delivered in May 2025, attended by 57 representatives from 28 Greater Sydney councils as well as NSW Government representatives. The meeting featured updates from Resilience Ambassadors on local priorities and projects. Ambassadors received briefings from NSW Government on new urban greening and cooling initiatives, along with an overview of the Household Readiness Toolkit and community engagement with at-risk populations in the Hawkesbury-Nepean region. As part of the strategic focus on social cohesion, Resilient Sydney is a member of the Local Government Anti-Racism Strategy Working Group. In partnership with the NSW Premier's Department, a co-design workshop was held in May 2025 to support the development of an Anti-Racism Strategy Template for local governments. The workshop brought together 49 representatives from 27 local councils across Greater Sydney to share early research findings, explore racism-related challenges, and co-develop practical actions and foundational anti-racism principles. Resilient Sydney jointly convenes the Greater Sydney Heat Taskforce and is partnering with diverse mix of stakeholders to deliver actions under the five pillars of the new Resilient Sydney 2025-2030 strategy. Resilient Sydney is working with the Regional Organisations of Councils advocating for sustainable and resilient outcomes on waste, water management and net zero in Greater Sydney.	<b>On Track</b>

Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network

In June 2025, the Resilient Sydney Strategy (2025–2030) was presented to the Global Resilient Cities Network as part of the Navigating the Polycrisis series. The strategy was recognised for its depth, ambition and inclusive community engagement process. This presentation provided the global resilience network an opportunity to hear directly from Sydney about its approach, key lessons learned, and how the city has navigated resilience challenges shared by other global cities.

Resilient Sydney has participated in global webinars including a presentation on the Global Risks Report from the World Economic Forum. Resilient Sydney is also a member of the new global Community of Practice focused on how cities are addressing health and equity impacts from climate change.

Staff from the sustainability programs and environmental strategy teams participated in the annual Carbon Neutral Cities Alliance annual global summit in June. The summit focussed on circular economy and pathways to net zero and provided the member cities valuable opportunities for peer to peer learning and knowledge exchange.

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**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
<b>Net zero emissions – City assets and operations</b>		
Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	<p>The City currently operates a fleet of 69 electric assets, comprising 51 passenger vehicles, 1 truck, 5 buggies, 1 floor scrubber, 1 footway sweeper and 10 electric bikes. This is a significant step toward meeting our sustainability goals and reducing emissions.</p> <p>In addition, we plan to replace the remaining passenger hybrid fleet with electric vehicles between the 2026-2028 financial years, alongside other projects, further driving our commitment to environmental responsibility. Our strategy also includes the rationalisation of the fleet by reducing the number of vehicles where feasible, while continuing to maintain full service levels to the community and operations. By leveraging telematics and incorporating eco-driving strategies, we aim to optimise driving efficiency, ensuring both environmental benefits and operational effectiveness.</p>	<b>On Track</b>
Actively manage the replacement of the City's public domain lighting with sustainable lighting	<p>Over the past 10 years the vast majority of City owned and Ausgrid owned public lighting has been converted to LED. This has generated significant reductions in energy use and lowering of associated operational costs. The program for the replacement of the first generation of City owned LED lights to more efficient LED lights fitted with smart controls has commenced and will proceed over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. Ausgrid have also been upgrading lights across the City of Sydney local area to LED technology with 8,306 lights upgraded to date. The City is also working with Ausgrid to transition Ausgrid owned decorative lighting to LED lights in coming years.</p>	<b>On Track</b>
Implement new net zero framework to drive electrification in City assets and switching to zero-emissions and improved energy efficiency including actions relating to the Cooksafe goals	<p>The net zero framework to drive electrification and energy efficiency at City operated properties has been implemented. This framework outlines the required capital projects to remove gas assets from City owned properties by 2030. The City of Sydney has committed to phasing out fossil gas entirely by 2030 and will reduce energy use across our operations by 30% by the same year.</p> <p>The City has also committed to the Global Cooksafe Coalition and plans are underway to remove the gas kitchen appliances at City owned aquatics centres and at Sydney Town Hall. In 2024/25, the City completed a major project to switch pool and hot water heating to electricity at Victoria Park Pool. A similar project is now underway at Andrew Boy Charlton aquatic centre. Work is ongoing to replace all gas systems, including space heating, hot water, and cooking equipment, with electric alternatives.</p>	<b>On Track</b>
<b>Net zero emissions in the LGA</b>		
Support building owners and occupants to implement a net zero pathway through targeted programs and grants	<p>Since 2016, the Smart Green Apartments program has encouraged owners corporations to invest \$4.3 million in upgrades, delivering significant savings across their lifespan (reducing running costs by \$10.9 million) and avoiding 65,128 tonnes of carbon emissions.</p> <p>The Better Buildings Partnership is supporting commercial office owners with circular economy, climate positive, and resilience initiatives as well as most recently delivering an electrification masterclass.</p> <p>CitySwitch, Sydney members now procure 70% of electricity from renewable sources and the average NABERS energy rating of members is 5 stars.</p> <p>The Sustainable Destination Partnership is supporting renewable electricity procurement, transition to net zero and communicating sustainability to stakeholders.</p> <p>A total of 26 owners corporations (or equivalent) and four accommodation providers were approved for a Green Building Grant since 1 July 2024. Since 2016, these grants have supported investment in upgrades, delivering significant cost savings to building owners and occupants, avoiding 55,164 tonnes of carbon emissions.</p>	<b>On Track</b>

Support community adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	The City continues to support our residential community to access renewable energy through feasibility studies for apartment buildings through Green Buildings Grants and Smart Green Apartment Programs. Since its launch we have been focused on promoting the NSW government Solar for Apartments funding program - supporting apartment buildings access the grant to install solar on strata building rooftops. For business communities we continue to disseminate resources on GreenPower, Power Purchase agreement and on-site solar via our website where guides can be accessed.	<b>On Track</b>
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	City staff attended industry events supporting embodied carbon initiatives, including Climate Action Week, Green Building Council of Australia and Materials and Embodied Carbon Leadership Alliance forums. The previously reported role of chair of the Local Government sub-group of the Materials and Embodied Carbon Leadership Alliance was passed on after completing a year in the role.	<b>On Track</b>
<b>Zero emissions transport</b>		
Advocate to the federal and NSW governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	Submissions were made during the 2024-2025 financial year to the Australian Government Transport and Infrastructure Net Zero Consultation Roadmap; Transport for NSW Freight Policy Reform Interim Directions Paper; and NSW Legislative Assembly Committee on Transport and Infrastructure Inquiry into Infrastructure for Electric and Alternative Energy Source Vehicles.	<b>On Track</b>
Support more people walking, riding bicycles and catching zero emissions public transport	<p>The City continues to support more people walking, riding and catching zero emissions public transport, including through implementing key actions from the Walking Strategy and Action Plan, Cycling Strategy and Action Plan, Access Strategy and Action Plan and the Electrification of Transport in the City Strategy and Action Plan.</p> <p>Our submission and evidence to the NSW Parliament on the e-micromobility issue identified the key NSW Government actions to support increased bicycle riding without affecting walking environments. The City's submission to the NSW Government's Roads Act Review outlined options for improving road management to support people walking and cycling. Our submission to the NSW Government Net Zero Commission reinforces that increasing walking, cycling and public transport use is the best way to reduce transport sector emissions.</p> <p>We strongly supported and then celebrated the Sydney Metro that opened in the second half of 2024. We encouraged Sydney Metro to increase services on it, both in terms of frequency, and start and finish of services. We liaised with Transport for NSW to support Pyrmont Action Group's campaign to reinstate a bus stop on the west side of the city centre for the route 389 service.</p>	<b>On Track</b>
Advocate to the NSW Government for zero emissions buses	The City continues to monitor the NSW Government's plan to have 1,200 electric buses operating in Sydney by 2028. We included electrification of bus depots to enable fleet electrification as a key NSW Government priority in our submission and staff evidence to the NSW Parliament Inquiry into Electric Vehicle Charging Infrastructure.	<b>On Track</b>
Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	The City presented the Electrification of Transport Strategy and Action Plan to the Green Building Council of Australia. We collaborated with councils in a new "community of practice", to assist councils to implement public charging, noting the benefits of a network of public charging across the metropolitan area. We participated in a panel at a council-focussed workshop facilitated by the Net Zero Transport team of the Department of Climate Change, Energy, the Environment and Water. We participate in the SSROC EV working group. We provided evidence (consistent with the City's submission) to the Legislative Assembly Committee on Transport and Infrastructure's Inquiry into infrastructure for electric and alternative energy energy source vehicles in NSW, to advocate for more NSW Government support for scalable faster public off-street charging, electrification of buses and depots, and for strata communities to install charging in their off-street parking.	<b>On Track</b>

Net zero emissions – City assets and operations												
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			Q4	YTD	Comment	Status
		Result	Result	Target		Q2	Q3					
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	13,514.6	12,553.9	-	-	-	-	11,479.50	11,479.50	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available as has been updated.	Indicator Only	
Net zero emissions in the LGA												
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			Q4	YTD	Comment	Status
		Result	Result	Target		Q2	Q3					
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	3,428,785	3,225,392	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available.	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	%	41.04	44.54	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available.	Indicator Only	
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	29	31.6	-	-	-	-	35.3	35.3	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only	
Environmental grants approved by the City of Sydney	\$ '000	672.38	703.89	-	403.23	198.88	0	2.79	604.9	A total of 35 Environmental grants were approved by Council this financial year. These projects were awarded through the City's Green building and Innovation and ideas grant programs. This included support for: a 175 unit apartment building in Erskineville to identify opportunities to reduce energy and water consumption; a feasibility assessment to fully electrify a 45 unit apartment building in Alexandria; development of recycled textile yarn suitable for garment manufacturing; and an interactive pop-up that engages community on embedding nature in our communities intertwining First Nations Caring for Country knowledge.	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 847 trees have been planted in the 2024/25 financial year, including 731 street trees and 116 park trees. The in-road planting projects have progressed, with community consultation completed and Local Pedestrian Cycling & Traffic Calming Committee endorsement for Rosebery Avenue and Tweedmouth Avenue projects in Rosebery.							On Track	
Urban greening resilience											
Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans			The review of the Register of Significant Trees is progressing well. The field reviews are complete, and a new online platform has been developed. Community nominations have closed, and all nominated trees have been assessed and added to the draft Register where required. The draft Register is scheduled for community consultation in late August 2025. The implementation of the Urban Forest Strategy, Street Tree Master Plan, and Tree Management Policy and Tree Donation Policy continues.							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 is managing 15.68ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare/Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted weeding 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 2024, 5,000 native grasses and shrubs were planted at Sydney Park as part of a community greening event.							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 19 community gardens and 4 Landcare/Bushcare groups operating within the area. Over 550 volunteers and community gardeners are actively engaged. The City encourages and supports groups to become self-managed to a high standard and assists by providing access to grants and donation of materials and plants, including sourcing native plants from local First Nations nurseries.							On Track	
Urban greening and canopy cover											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Comment	Status	
						Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	72,515	78,579	50,000	23,838	20,645	16,599	18,625	79,707	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting include: Hyde Park, Paradise Reserve, John Street Reserve, Towns Place, North-South Setback, Levy Walk, Wilson Street Plaza and Ibero American Plaza.	On Track



Habitat and biodiversity											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Extent of locally indigenous bushland	ha	15.2	15.2	13.5	-	-	-	15.68	15.68	15.68ha area is currently managed as native bush restoration. New bush restoration areas have been created at McConville Reserve and Sydney Park over the last year. The bushland target will be reviewed as part of the Urban Ecology Strategic Action Plan update.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Reduce water use</b>		
Reduce potable water consumption in the City's parks through the introduction of water efficiency projects and programs	<p>Final data for the financial year from Sydney Water is still being validated. Validated data will be available when the 2025 Green Report is published. Based on accrual estimates, parks used approximately 129.3ML of potable water for the 2024/25 financial year. Parks water recycling and harvesting systems supplied a further 48.9ML of non-potable water.</p> <p>Total parks water use was 178.2ML for the year, where recycled water supplied 27%. For those parks with water recycling systems available, recycled water supplied approximately 85% of total water demand. Ongoing actions to reduce potable water use for irrigation in parks includes, smart irrigation trials, improved monitoring and leak rectification, and upgrades/enhancement of water harvesting systems.</p>	On Track

Water sensitive city		
Support strata communities to improve water performance	We continue to seek collaboration opportunities with Sydney Water to promote water performance in residential strata buildings. However, given the current levels of rainfall, engaging stakeholders on water efficiency is challenging, despite the resource and cost savings it is not a priority for many apartment buildings.	On Track
Work with Sydney Water and relevant stakeholders to facilitate delivery of recycled water and water usage reduction initiatives across the local area	<p>The City is working with Sydney Water and other key agencies to expand the use of recycled water across the City of Sydney local area. A Memorandum of Understanding (MoU) has been signed with Sydney Water, which sets the foundation for collaboration on water recycling initiatives and other strategic projects.</p> <p>To support policy and regulatory progress, we have made three formal submissions in the past year:</p> <ul style="list-style-type: none"> <li>Two submissions endorsed Sydney Water's 2025–2030 pricing proposal, which includes increased investment in recycled water infrastructure and services.</li> <li>One submission supported the Recycled Water Roadmap released by the Department of Environment, Energy and Climate Change (DEECCW), aligning with our strategic objectives for a more circular and climate-resilient urban water system.</li> </ul> <p>In parallel, we are continuing to work closely with the Department of Climate Change, Energy, the Environment and Water (DEECCW), the Independent Pricing and Regulatory Tribunal (IPART), and other stakeholders to streamline regulatory processes and remove barriers that hinder the delivery of recycled water projects.</p>	On Track

## Stormwater quality

Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways

The City is completing a multi-year program of adding gross pollutant traps. A new gross pollutant trap was installed in Broughton Street, Glebe in June. Other sites are planned and are at various stages of design and approval. New raingardens are also planned for construction by the City and developers in new and upgraded precincts in Green Square and Erskineville. Maintenance programs are in place for all existing gross pollutant traps and raingardens to ensure the performance of these assets remains optimal.

**On Track**

## Reduce water use

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	406,950	364,883	-	-	-	-	374,981	374,981	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	Ltr	220.66	194.20	-	-	-	-	-	-	2023/24 data, not available at the time of the 18 August 2025 Committee meeting, has now been updated. Data for 2024/25 is not yet available.	Indicator Only
Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day. Target 10% reduction by 2030	%	29.31	19.83	-	-	-	-	-	-	Data for 2023/24 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated. Data for 2024/25 is not yet available. Data for 2022/23 has been revised.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Reduce waste from City operations</b>		
Review and update recycling streams and collection receptacles in City properties and implement technologies that drive reduction in landfill	The uniform recycling program is now a permanent service and this financial year collections totalled 682kg. Battery recycling for City operations also become a regular service and the first collection in June saw 40 kg of batteries recycled. The City is researching how waste at our largest waste collection property – Sydney Park Nursery - can be better managed. New initiatives being implemented will reduce contamination in the green waste skip and increase cardboard recycling.	<b>On Track</b>
Engage with contracted service providers and other relevant stakeholders to improve reporting of strip out, construction and demolition waste from City assets	The City is researching how to better understand the requirement for strip-out and fit-out projects and how the data can best be captured. A methodology for identifying office strip-out and fit-out waste is currently being investigated.	<b>On Track</b>

## Sustainable procurement

Develop social and sustainable procurement approaches to be incorporated into procurement planning and processes in relation to targeted categories

Social, 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. These will be further developed as part of the Procurement Transformation project.

**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 of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. 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. Recent updates to our City of Sydney grant guidelines has identified circular economy programs focusing on reuse and repair in our local area as a funding priority.

**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 recent months the NSW Government has released both an Energy from Waste Options Paper and the first chapter of its draft NSW Waste and Circular Infrastructure Plan. While the NSW Government's recent commitment to addressing the urgent need for new waste and materials infrastructure is appreciated the draft plan falls short of what local governments identify as needed to fix the infrastructure gap. Among the recommendations from the City of Sydney were to a) ensure that amendments to planning approval processes do not override the current engagement processes with local governments, other state agencies and community, b) greater focus be placed on early and transparent community engagement by NSW Government, including education on the necessity of waste infrastructure across all communities and c) request that local government continues to be consulted throughout the development of strategic planning initiatives, particularly where local government is directly impacted. Finally, the remaining chapters need to be balanced across all waste and material streams, not just for residual waste, and more detail provided that include evidence base, timelines for delivery and the responsible departments.

**On Track**

## Reduce waste to landfill

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

This year the City delivered 362 waste avoidance activities, engaging with 5425 residents and visitors through the delivery of face-to-face and online education. These activities included 69 waste reduction info pop-ups delivered across 36 community accessible locations, workshops, clothes swaps and activations at social housing events such as Open Days, Pet Day and Seniors' Day.

**On Track**

At these pop-ups we engaged with 2101 residents about how to safely recycle small electronics and E-bike batteries, how to identify recyclable packaging, provided tips on how to avoid food waste at Christmas and how to use our Doorstep Recycling Service to recycle unwearable textiles and other tricky items from home. We partnered with Homes NSW to provide a pop-up coffee cart with reusable mugs and a recycling workshop for residents at Northcott Estate in Surry Hills. We supported two compost workshops at City Farm and engaged with attendees about food waste avoidance and attended the Wheels & Deals community bicycle reuse event and two free bike tune-up pop-ups to engage attendees about bicycle repair, small electronics and battery recycling.

Other highlights include:

- 8 waste reduction webinars delivered to 206 people on the topics of 'Plastics Decoded', 'Recycling Masterclass', and 'Electronics Unplugged' and
- Tailored responses provided to 230 people's questions through our Ask a Waste Avoidance Expert service.
- 230 residents recirculated 356kg of wearable clothing through our 2 clothing swaps
- 10 education concierge services at the Ultimo Recycling Pop-up, chatting to over 200 people on how to further reduce waste at home while they were dropping of their items for recycling.
- 2165 students across 13 local schools received waste reduction workshops
- 219 parents learnt how to recycle tricky items at 9 pop-up info stalls held on school grounds and university students were engaged on the circular economy as part of Macquarie University's Sustainable Insights Day.
- 22 communication campaigns and 33 e-newsletters were delivered to promote reuse, waste avoidance and our recycling services to our residents.
- Recycling Help tool was launched in a more accessible format which saw a 208% increase in searches.

- 537 waste planning requests were completed by waste planning staff. These include DA referrals, 18 re-referrals, panel requests, conditions satisfied tasks and court appeal input.
- 29 apartment buildings (3,567 households) received custom advice from staff through our 'Recycle Helper Service' on how to improve their recycling levels.

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

The City continues to provide the food scraps recycling service to households that participated in the trial and to add more apartment buildings to the service. In May, all houses that were on the service waitlist were offered the opportunity to join the service. Of those, 289 houses confirmed their interest and received food scraps bins in June. Now the service is available to over 23,200 households across the local area and more than 2,600 tonnes of food scraps have been diverted from landfill.

**On Track**

On 17 March Council resolved to roll out a food organics (FO) service to all residential properties before 2030 to meet the requirements of the state government FOGO mandate. Service rollout planning is underway to inform future Council decisions on the preferred FO service collection and processing methods.

The insect farming food scraps processing trial has now been running for 6 months. So far 226 tonnes have been processed via the insect farming facility and this has generated around 11 tonnes of insect protein for animal feed and 57 tonnes of frass for fertiliser. There has been great interest in the trial from industry and other councils and Goterra and City staff have run several tours of the facility to demonstrate the technology and share learnings.

In June the City delivered 25-litre food scraps bins to around 300 houses for the pilot of the use of small food scraps bins in houses to evaluate the viability of this bin size for the future service rollout. This pilot is scheduled to start in July.

Increase recycling and reuse opportunities of textiles, soft plastics, electronics and other tricky items through innovative drop-off events and services for residents

Four Recycle It Saturday drop-off events were held this year where 3,550 people dropped off 80 tonnes of materials for reuse and recycling. Unwearable textiles were introduced to these events in February and already 6 tonnes have been recycled. At the last two Recycle It Saturday events we also piloted the addition of a furniture reuse stream, partnering with four local charities. Furniture dropped off was rehomed to families in need or resold in charity stores. Approximately 153 items of furniture were accepted from 100 residents. These included chairs, ottomans, bedside tables and bookshelves. The pilot will be evaluated in 2025/26.

**On Track**

The City hosted its annual Household Chemical Clean Out event on 19 October 2024. The event is run by the EPA and is also open to non-City of Sydney residents. It attracted a total of 662 people, an increase of 11% in attendance from the previous year. The event collected 24.12 tonnes, an average of 36kgs per vehicle. The most popular items were paint and hydrocarbons.

The Ultimo recycling pop-up received 4,129 drop offs and recycled 25.5 tonnes of materials this year. Of these, 1,154 residents used the pop-up for the first time in 2024/25 and the most popular items dropped-off for recycling were electronics, batteries, small metals, blister packs and polystyrene.

Two additional recycling stations were installed at Victoria Park Pool and Pyrmont Community Centre this year, bringing the total to 20 recycling stations across 18 locations in the City of Sydney. This means 85% of residents live within a 10 minute walk to a recycling station. The stations were updated to improve their accessibility with braille and tactile lettering for people with low or no vision, and blister packs were added as a new recycling stream from June 2025. The stations recycled 3 tonnes of materials this year. This includes 1,475kgs batteries, 208kgs mobile phones, 280kgs light bulbs, 892kgs of small electronics, 175kgs of vapes and 1kg of blister packs.

The City collected 35.4 tonnes of tricky items (including clothes, electronics and polystyrene) from 2,867 pickups directly from residents' homes through the doorstep recycling service over the year. There are two Reverse Vending Machines (RVMs) in the City of Sydney that collect beverage containers through the Return and Earn scheme. Over this financial year Kings Cross collected 1,737,538 containers with a weight of 123 tonnes and Sydney Park collected 3,725,311 containers with a weight of 197 tonnes. This was a combined collection of 5,462,869 containers and 321 tonnes in the City of Sydney.

## Efficient cleansing and waste services

Provide an efficient and effective domestic waste service that meets the needs of the community

Bulky waste collections continued to improve and the average of bookings collected within 24 hours of the scheduled collection time was 93% for Quarter 4 of the 2024/25 financial year. Collections are monitored daily, and we remain committed to continuously improving and streamlining service delivery.

**On Track**

### Reduce waste from City operations

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Total waste collected from City managed properties including aquatic centres	Tonnes	942.06	945.58	-	228.71	245.12	247.59	277.02	998.44	This financial year 998.44 tonnes of waste were collected from City properties. This is an increase of 5.5% on the previous financial year.	Indicator Only

### Reduce waste to landfill

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Total residential waste collected	Tonnes	65,430.38	63,871.10	-	15,951.85	16,871.47	16,481.29	16,228.85	65,533.46	The amount of total waste generated by residents in Q4 is higher than the same time last year. Data for 2023/24 has been revised.	Indicator Only
Total residential waste collected per capita	Kg/Capita	300.44	276.7	-	-	-	-	281.13	281.13		Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	11	18	-	-	-	-	17	17		Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2030	%	31.39	32.53	-	32.28	31.44	32.16	31.3	31.8		Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by end June 2025 and 90% by 2030	%	50.9	50.41	70	51.05	51.32	52.77	51.32	51.62	The percentage of residential waste diverted from landfill is higher than this time last year.	Attention Required
Resource recovery of waste from the City's parks, streets and public places. Target 50% by end June 2025	%	56.7	51	50	-	-	-	54	54	Data for FY2024/25 has been revised and status updated as target has been achieved.	On Track
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% by end June 2025	%	54	49	50	49	58	61	56	56	The target of 50% source separated recycling of waste from City managed properties, including aquatic centres, has been exceeded for the 2025 financial year.	On Track

Efficient cleansing and waste services											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Garbage bins collected on time	%	-	99.7	-	99.85	99.84	99.84	99.86	99.85		Indicator Only
Recycling bins collected on time	%	-	99.82	-	99.88	99.82	99.84	99.91	99.86		Indicator Only
Garden organic bins collected on time	%	-	98.46	-	99.14	98.81	98.73	99.45	99.03		Indicator Only
Bulky waste collected on time	%	-	77	-	80	69	72	93	78.5	Collected within 24 hours of the scheduled collection day	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 <a href="https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data">https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data</a>	On Track
Climate risk and adaptation			
Understand the city's climate change risk exposure and develop climate adaptation treatments to better prepare the community		A microclimate project to understand hot areas and heat benchmarks was completed, with the report published and the data being used in climate resilience projects. The City is continuing to develop digital and non-digital resources to help the community prepare for hot days. The City is also continuing to support and work with teams across the organisation to access data and modelling to enable them to develop their own climate adaptation initiatives.	On Track
Develop a framework to understand and address climate change impacts on priority community groups		The work to understand and address climate change impacts on priority communities continues. This includes advising on projects run by community groups in our local area to develop disaster preparedness for climate events. Work continues to prepare for the coming summer and provide resources for community to prepare for and adapt to potential hot days and heat waves.	On Track
Programs and partnerships			
Implement projects, programs and advocate to improve environmental performance in the commercial office sector		The City of Sydney is improving its environmental performance in the commercial office sector through the Better Buildings Partnership and the CitySwitch program. This year, the Better Buildings Partnership achieved a 95% reduction in direct and indirect emissions intensity and a 58% reduction in energy intensity since 2006. For this year 88% of base building electricity was sourced from renewables, and water use intensity was reduced by 64%. Three projects were delivered: a circular procurement guideline; a resilience project on collective action for community cohesion; and industry capacity building through masterclasses on green leasing, electrification, and circular fitouts. CitySwitch results for this year show 96% of members are measuring direct and indirect emissions, 48% of electricity consumed is from renewable sources, 78% have resource recovery programs, and 73% are quantifying supply chain emissions. Three national campaigns were delivered, focused on member engagement, reducing travel emissions, and mandatory climate reporting.	On Track

Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	<p>This year, the Sustainable Destination Partnership achieved a 31% reduction in carbon emissions and a 21% reduction in water use against the financial year 2018 baseline. The work of the Partnership contributed to Sydney placing tenth in the Global Destination Sustainability Index. The 2024/25 workplan was delivered across all three working groups. This year marked the end of the current phase of the Partnership. Members collaborated to co-design the strategy to 2029, which was endorsed at the June Leadership Panel meeting. New working groups and focus areas were established, along with updated targets. Partners have committed to higher membership requirements in the new phase, demonstrating strong leadership of the program.</p>	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 \$4,343,134 in upgrades, delivering significant cost savings across project lifespans (reducing running costs by \$10.9 million) and avoiding 65,128 tonnes of carbon emissions.</p> <p>Since 2016, the City of Sydney's Green Building Grants have supported the investment of \$1.7 million in upgrades to apartment buildings, delivering significant savings across project lifespans, (saving \$8 million in running costs) and avoiding 41,223 tonnes of carbon emissions. A total of 26 Owners Corporations (or equivalent) have been approved for a Green Building Grant this financial year.</p> <p>Four webinars were hosted this financial year covering hot water heat pumps, electric vehicle charging, communicating sustainability in strata and solar on strata building rooftops, engaging 584 attendees.</p> <p>The Sustainability Apartments Reference Group met quarterly this financial year, most recently in May, to drive sustainability outcomes for high density communities.</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
<b>Aboriginal and Torres Strait Islander people are influential in shaping the city</b>		
Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	The City of Sydney is working towards a Connecting with Country Framework based on the principles of the Government Architects Connecting with Country Framework that will assist shaping the City's own projects and external projects. This will be developed with the relevant Land Council's and communities. This work will build on work already done for Sydney Barani and other projects already underway on the Eora Journey and Sustainable Sydney 2030-2050 strategies.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Welcoming, accessible and equitable public spaces</b>		
Continue to deliver public domain capital works projects	Progress continued in development and delivery of public domain capital works projects. The eastern section of the Green Square to Ashmore Connector road open to public and temporary footpath extension to Bourke Road open for access to O'Riordan St. Main gas works to Bourke Road completed and stormwater works in progress. Link Road and Epsom Road intersection detailed design complete. Utilities authorities engaged for design and construction for services relocation works. Construction of the new George Julius Avenue progressing with excavation works complete, services works and off site fabrication of playground equipment progressing. Construction of George Street North pedestrianisation works progressing at Margaret Street between George and York Streets. Pedestrianisation on the eastern side of George St has been completed, except for between Curtin Pl to Hunter St. Forecast completion is early 2026. Loftus Street & Reiby Place upgrade progressing with northern end open to public and continuous footpath treatment at Reiby Place and Loftus St intersection complete. Works to Customs House Lane and between Bridge St and Reiby Pl, except at Bridge Street intersection has been completed. Dixon Street public domain improvements progressing with restoration of Ceremonial Gates complete and opened to public. Public domain upgrade works to commence on site mid-2025. Crown Street public domain construction progressing with completion by end 2025. Planning for Sydney Square upgrade commenced with scope endorsed. Town Hall Square development phase commencing July 2025.	<b>On Track</b>
<b>Public amenity</b>		
Provide high-quality public domain cleaning service that meets the needs of the community	The Cleansing team continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Work continues on optimising night shift operations to address the City's unique demands during off-peak hours. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. To meet evolving urban challenges, we are implementing initiatives to equip our team with the skills necessary for servicing newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones. Procurement of smaller buggy style vehicles will allow a focus on mobilising the manual task and giving greater coverage of the task, providing an opportunity to increase service delivery where required.	<b>On Track</b>

## 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 and prioritised by risk. This includes proactive inspection of retail food premises, late night premises on trial consents, boarding houses, backpackers and swimming pools.	<b>On Track</b>
Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	For the 2024/2025 financial year there were a total of 8,874 hours of patrols conducted and 493 notices issued.	<b>On Track</b>

## 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 to align with changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy.	<b>On Track</b>
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## Welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	41,338	45,280	30,000	44,694	1,065	647	425	46,831	The majority of works were delivered in Q1 to streamline delivery and minimise overall community disruption.	<b>On Track</b>
Footway dining in the village centres	m2	5,723.48	6,459	-	6,954.11	7,759.77	8,196.19	8,391.52	8,391.52	This area represents 754 footway consents	Indicator Only
Footway dining in the city centre	m2	3,199.25	4,144	-	4,428.4	4,854.52	5,065.24	5,725.12	5,725.12	This area represents 281 footway consents.	Indicator Only

## Public amenity

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 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	10,837	10,888	7,500	2,598	2,564	3,308	3,584	12,054	Significant projects have included Mitchell and Glebe St Glebe, Renwick St Alexandria, Wilson St Plaza Darlington, and Rothschild Ave Rosebery. This work aims to green and cool the City while contributing toward the delivery of the City's greening target of 40% by 2050.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Enable artists' contributions to the cultural life of the city</b>		
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 on to the proponents through the planner. 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 Yananuralla, curated by Emily McDaniel as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.	<b>On Track</b>

### 3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
<b>Connecting with the harbour foreshore</b>		
Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananuralla	Yananuralla, (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 a bara (shell hook) icon. 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' informed by community consultation. Community consultation is underway to inform the brief (currently in development) for a public artwork celebrating the Sydney Aboriginal language at Tara/Dawes Point the site where Patyegarang, a young Aboriginal woman, gifted the language to William Dawes who recorded it in his notebooks for future generations. A video to communicate the brief and the role of language in the project to community is also being produced with Aboriginal and Torres Strait Islander community.	<b>On Track</b>

### 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
<b>Equitable distribution and access</b>		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	Review of City's Open Space, Sport and Recreation Needs Study has commenced. The research and assessment phase has focussed on documenting open space, sport and recreation improvements over the last 10 years, current and future projected population and demographic changes, recreation trends and demands and opportunities to increase the availability of open space, sport and recreation facilities to meet assessed demand.	<b>On Track</b>

### 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 review of the draft Generic Plan of Management is nearing completion for public exhibition. The City will continue to review the remaining Plans of Management in order of importance. The Draft Generic Plan of Management includes 250 properties. The Hyde Park Plan of Management is delayed due to the ANZAC Memorial Trust amending their act. This is currently with Parliament for consideration.	<b>On Track</b>
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## 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

Throughout the 2024/25 financial year the City's pools delivered programs promoting inclusion, wellbeing and community connection. Water safety and swim programs targeted First Nations children, refugees, asylum seekers and culturally diverse communities. Signature events included the Yabun Festival, Trans and Gender Diverse pool activations and Winter Health & Wellbeing Week. The pools also engaged over 600 new participants through Seniors Festival activities and welcomed 6,687 attendees at our Open Day, supporting participation and strengthening partnerships across diverse communities.

**On Track**

Our tennis centres delivered inclusive programs fostering participation and social connection. Highlights included Blind and Low Vision Tennis, Wheelchair Tennis and First Nations Junior programs, with over 1,700 coaching visits and 1,000 competition entries at Rushcutters Bay. Youth programs recorded 582 school visits and 1,118 hotshots attendances. Major events included the International Wheelchair Tennis Futures Tournament and Club Championships. Indigenous Youth After-school and Seniors Festival activities improved access, supporting the City goals to break down barriers and promote active, connected communities.

## Land under the care and control of the City is managed equitably

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Green open space under the City's care and control (excluding Civic spaces)	ha	-	215.73	-	-	-	-	-	217.5	217.5	The increase over the past year is due to the creation of new streetscapes and traffic treatments and an ongoing audit to accurately capture existing streetscapes and traffic treatments. This indicator has been previously published with the incorrect unit of measure. The unit of measure has now been corrected to hectares.	Indicator Only

## Access to pools and sporting facilities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	93.25	95.5	85	98	95	98	95	95	96.5	Year on year the demand for sports fields continue to exceed capacity.	On Track
Attendances at aquatic and leisure centres	000	1,798.77	1,998	-	430	487	551	455.53	1,923.53		Attendance declined slightly this year. Contributing factors include the full-season closure of Andrew (Boy) Charlton Pool and the temporary closure of Victoria Park Pool in late September and early October for essential maintenance and capital works. Strong attendance was seen during recreational swimming, school bookings and community events. Fitness and wellbeing programs outperformed aquatics, with notable participation from older adults and low-income groups.	Indicator Only

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Peak Occupancy - Perry Park Recreation Centre	%	90	92	-	91	86	82	93	93	Peak-time occupancy increased this year, indicating stronger utilisation during high-demand periods. Overall participation also grew with 317,318 visits recorded, an increase of 47,798 visits (up 18% on the previous year). This includes increased use by people accessing the adjacent new synthetic field at Perry Park, many of whom are also making use of the centre. On average 124 indoor and outdoor teams took part each week in social sports competitions - 18 more than last year. We partnered with hirers and local organisations to deliver a range of community events and activities. Other highlights included our first International Women's Day celebration with over 150 attendees, Perry Park Open Day attracting more than 500 visitors, and the Mardi Gras Volleyball Tournament with over 250 participants.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	67	68	-	74	75	78	85	85	Occupancy improved each quarter this financial year driven by sustained community interest and a diverse range of programs including court hire, group lessons, social tennis and special events. In Q4, occupancy peaked at an average of 85% across all centres, boosted by inclusive initiatives aligned with City priorities - such as Pride Month activations, culturally and linguistically diverse programs, and accessibility-focused events.	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 LGBTIQA+ heritage in Oxford Street			The LEP/DCP update was approved following public exhibition in June 2025 and includes controls to increase the number of apartments that are universally designed, and to increase the supply of well-located family-friendly apartments. The controls will come into force when the LEP has been drafted and published by the NSW Government. Council approved the exhibition of 3 proposed heritage items associated with the LGBTIQA+ community on Oxford Street. The NSW Government issued a Gateway Determination in May 2025.							On Track		
Update the City's planning framework and engage with the NSW Government to support nightlife and entertainment			The City prepared new planning controls to manage entertainment sound. The controls set requirements for new venues and residential buildings to improve certainty for live performance. A discussion paper was also prepared to seek community and business feedback on establishing Special Entertainment Precincts. In March 2025 Council adopted the new entertainment sound DCP and it has come into force. Council also endorsed proceeding with Special Entertainment Precincts. Special Entertainment Precinct Management Plans and Sound Studies are being prepared.							On Track		
Create great places												
Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings to create great places			Draft planning controls for the Pyrmont Peninsula, in response to the NSW Government's place strategy, were exhibited in late 2024. Submissions are being considered and the outcomes will be reported to Council in 2025. The draft planning controls for conservation areas received NSW Government conditional approval for exhibition in January 2025 and was exhibited in June 2025.							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 and Ashmore Estate. Facilities are being delivered as part of joint projects with the Department of Education including Green Square School and Community Spaces, which is nearing completion. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of Green Square Plaza and other public spaces in Green Square is ongoing with events and activities as community/ place making initiatives such as the Green Square Market held monthly on Saturday.							On Track		
Create great places												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Average time to determine 90% of footway applications	Days	23.1	22.4	35	18.4	21.8	22		22	22		On Track
Annual investment on acquiring, developing, and enhancing infrastructure and assets	\$M	75.43	96.38	-	-	-	-		99.05	99.05		Indicator Only

## 4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities

Major Programs	Progress To Date	Status
<b>Central Sydney Planning Strategy</b>		
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. The planning proposal for 56-60 Pitt Street was endorsed post exhibition by Council and the Central Sydney Planning Committee in June.	<b>On Track</b>

## 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 Central Sydney Planning Committee and Council recently endorsed the post exhibition planning proposals for 47-51 Riley Street and 56-60 Pitt Street which are for commercial office buildings. The City's Ultimo Pyrmont planning proposal has been exhibited and submissions are under review. It will also contribute to expanded economic opportunities.	<b>On Track</b>
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## Planning for business, industry and economic opportunities

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Commercial development approved	m2	109,568	144,554	-	27,830	19,185	31,387	27,642	106,044		Developments approved in Q4 include a 31-storey hotel development in Haymarket with 12,000m <sup>2</sup>	Indicator Only
Commercial development completed	m2	205,631	114,746	-	13,326	1,243	157,791	76,310	248,670		Developments completed in Q4 include 75,000m <sup>2</sup> in a 39-storey development in the 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
<b>Infrastructure planning, delivery and collaboration</b>		
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. The Agreements will deliver new and upgraded public infrastructure including widened footpaths, new roads, new laneways and extensions to parks in Alexandria, Beaconsfield, Glebe, Rosebery, Surry Hills, Woolloomooloo and Zetland.	<b>On Track</b>
Review contributions plans to support the delivery of infrastructure needed by new development	The Draft Ultimo Pyrmont Local Infrastructure Contributions Plan has been on public exhibition and City staff are now preparing to report this plan back to Council. The proposed minor amendments to the Central Sydney Development Contributions Plan 2020 to achieve consistency and alignment will be reported back to Council at the same time as the Draft Ultimo Pyrmont Local Infrastructure Contributions Plan. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	<b>On Track</b>



Infrastructure planning, delivery and collaboration											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	12	11	-	5	1	6	5	17		Indicator Only
Voluntary Planning Agreements executed	No.	8	12	-	3	1	1	7	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
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##### Design excellence

Facilitate competitive architectural design processes to achieve design excellence	In the 2024/25 financial year the City has facilitated the completion of 6 competitive architectural design processes located in Rosebery, Zetland, Alexandria, Haymarket and Surry Hills, and has assisted with State led processes.	On Track
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##### 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
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##### Advocacy

Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City is monitoring projects at Central Station, Waterloo South and Blackwattle Bay as State led precincts. We will continue to engage with relevant agencies as required to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.	On Track
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##### Design excellence

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Design excellence competitions completed	No.	7	13	-	-	-	-	6	6	Since the start of the financial year the City has facilitated the completion of 6 competitive architectural design processes.	Indicator Only

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

Major Programs	Progress To Date	Status
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##### Development supports a healthy environment and community

Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government.	On Track
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## Better designed and operated buildings

Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	The National Construction Code (NCC) is reviewed by the Australian Building Codes Board (ABCB) every three years. The latest update NCC 2022 has been mostly adopted by the NSW Government planning framework which applies to the City of Sydney area. The City's most recent advocacy was a submission in June 2024 relating to energy efficiency changes proposed for the NCC 2025. The ABCB has confirmed the adoption of NCC 2025 has been delayed.	<b>On Track</b>
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. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in late 2025.	<b>On Track</b>

## 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. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made later in 2025.	<b>On Track</b>
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## Better designed and operated buildings

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result Q1	2024/25 Result Q2	2024/25 Result Q3	2024/25 Result Q4	2024/25 Result YTD	Comment	Status
Average time to determine 90% of DA applications	Days	85.23	84.4	55	62.9	58.3	58	58.6	58.6		<b>Watch</b>
Average processing time for construction certificates	Days	9.96	10.38	15	10.8	11	4	11	9.2	Average processing times meet the KPI target of 15.	<b>On Track</b>
Average time to determine 90% of S4.55 applications	Days	48.87	42.77	40	41.3	35.5	34	33	33		<b>On Track</b>
Median (net) assessment time to determine DA & S4.55 applications	Days	64	61	45	56	44	46	44	44		<b>On Track</b>
Outstanding DA & S4.55 applications over 100 days	%	35.6	19.57	20	14.3	10.9	19	17	17		<b>On Track</b>

## 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
<b>Public domain and public space programs</b>		
Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	The City has advocated for high quality and co-ordinated public domain outcomes for metro station precincts and the completed 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.	<b>On Track</b>
<b>Reallocation of street space</b>		
Support the implementation of the pedestrianisation of George Street and relevant city streets	The City continues to work with Transport for NSW to deliver the remainder of the George Street pedestrian boulevard between Hunter and Alfred Streets. Construction is progressing well between Hunter and Essex Streets.	<b>On Track</b>
Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage parking turnover. Kerbside use including parking, kerb extensions, bicycle parking and outdoor dining are implemented in accordance with relevant strategies, policies and approval through the Local Pedestrian, Cycling and Traffic Calming Committee.	<b>On Track</b>
<b>Partnerships to improve road safety and reduce traffic</b>		
Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	<p>The City is collaborating with Transport for NSW to reduce speed limits to a maximum of 40km/h on all roads within the City of Sydney, including local, regional and state roads. Transport for NSW is responsible for approving these changes. With funding and approval by TfNSW, all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h. The City will continue to advocate for a 40km/h limit on the state road network within the City of Sydney local area. Additionally, the City has applied to Transport for NSW for a 30km/h speed limit in the existing city centre 40km/h High Pedestrian Activity Area, in line with Action 15 in the City's Access Strategy and Action Plan.</p> <p>In March 2025, the City made a high level submission to NSW Government's review of the Roads Act 1993 (stage one). Through this, we advocated for:</p> <ul style="list-style-type: none"> <li>providing Councils with responsibility to manage the reduction of speed limits on our local roads (as long as the process set by TfNSW is reasonable and not excessively resource intensive)</li> <li>providing Councils with responsibility to set 10km/hr speed limits on local roads associated with shared zone proposals</li> </ul>	<b>On Track</b>

Public domain and public space programs											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 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	393.5	393.5	393.5	393.5	With funding and approval by TfNSW, all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h. This included conversion of local roads in Forest Lodge, Camperdown, Beaconsfield, Rosebery, Waterloo, Alexandria, Redfern, Moore Park, Glebe from 50km/hr to 40km/hr or less in November 2024. The new 40km/h speed limit will improve road safety outcomes. It is anticipated that this speed reduction will reduce fatalities and serious injuries by between 30 and 40 percent.	Indicator Only
Reallocation of street space											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge	m2	3,858	6,005	2,000	1,678	489	310	1,050	3,527	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
Promote public transport solutions											
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central			The City advocated to the Transport for NSW for identification and protection of a corridor for the extension of Metro West to at least Zetland. The City includes early construction of Metro West to Zetland as a priority for NSW Government in the submission to the NSW Net Zero Commission, with a draft circulated to Councillors in June 2025.								On Track

### 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
<b>Improve safety, connectivity and amenity</b>		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	<p>The City is now using 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, with items from these studies being fed into capital works programs and grant applications.</p> <p>In addition, 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 in the process of finalising an 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.</p>	<b>On Track</b>
Deliver improvement works in the Central Business District, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2024/25 Central Business District Streetscape Improvement program included granite paving in Clarence Street and York Street and installation of new Smartpoles and LED lighting on Clarence Street and new Smartpoles for traffic lanterns at the intersection of Barrack and York Streets. Works at all these locations are now complete.	<b>On Track</b>
Implement priority public domain improvements from the walking strategy and action plan	The City is implementing priority public domain improvements from the Walking Strategy and Action Plan through our footpath renewals and upgrade programs, pedestrian access improvement programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs. Crown Street was also prioritised for upgrade as a village main street and incorporates wider footpaths, greening, additional trees and street furniture in accordance with walking improvement principles listed in the plan.	<b>On Track</b>
<b>Encourage and monitor walking participation</b>		
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. We have commenced work on some of the actions in the strategy already, including a review of crossing design and updating our design guidance. As part of Transport for NSW's review of the Roads Act, the City is also advocating for the Act to better enable road managers to design and manage streets with priority in most instances to people dwelling in places, walking, riding bicycles, or catching public transport.	<b>On Track</b>
<b>Advocacy</b>		
Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced crossing distances at intersections, increasing space and improving quality of the public domain for people walking. This also includes through implementing shared zones to provide people walking with priority over people driving. These items are all key actions in the City's Walking Strategy which was adopted in June 2024. The City also chairs a monthly coordination group with Transport for NSW to facilitate discussions around reducing delays for people walking at individual signals. The City is investigating opportunities to provide priority controlled intersections in lieu of signalised intersections to improve priority for people walking,	<b>On Track</b>

Improve safety, connectivity and amenity											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 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.	24	16	10	2	11	5	13	31	Target exceeded due to key state funded large scale capital works projects focusing on pedestrian safety and active transport.	On Track
Footway renewed	m2	14,193	18,312	10,000	7,240	3,416	918	1,873	13,447	The increase in quarter four is due to completion of large shared zone - Wilson Plaza.	On Track
New granite infill paving	m2	906	3,179	1,500	0	120	1,369	327	1,816	Annual target achieved.	On Track
Encourage and monitor walking participation											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Walking counts at key locations in the Local Government Area. November 2021 baseline of 503,442	No.	666,972	739,719.5	-	-	720,952	-	805,794	763,373	Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to March 2025 is 60% showing very strong recovery post-Covid. Average year to date pedestrian volumes have remained consistent since 2023 (variations of up to 3%). The aim of this measure is to track changes in pedestrian activity across the Sydney local area. The measure includes both weekend and weekday counts, and the sites have been selected so that there is one on each village high street and four in the city centre.	Indicator Only
5.4 More people ride more, 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			Construction of Castlereagh Street streetscape upgrade and cycleway is complete, and the cycleway was opened on 1 November 2024. Construction of the Glebe to Ultimo cycleway along Kelly and MaryAnn Streets is also complete and open. Construction is underway and nearly complete on: <ul style="list-style-type: none"><li>• Oxford Street and Liverpool Street cycleway</li><li>• Ashmore to Green Square Connector cycleway, and</li><li>• Wellington Street cycleway.</li></ul> Construction will commence in the coming months on the King Street to College Street cycleway link, the Rosebery Quietway, O'Dea Avenue cycleway and Ultimo to Surry Hills cycleway. The Surry Hills to Central Quietway is in design.								On Track

Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	Capital works projects and maintenance programs are in place in line with the Cycling Strategy and Action Plan to enhance and maintain the cycleway network across the City of Sydney local area. Projects for 2024/25 included the City South Bike network link at Kelly and Mary Ann Street and the installation of cycling contraflow signage and line marking along one-way streets across the City of Sydney local area which are both now complete. The city completed a large shared zone at Wilson Plaza, Redfern to make the area more accessible and safer for pedestrians, cyclists and road users.	<b>On Track</b>
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## Collaboration

Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	<p>City staff continue to work with Transport for NSW (TfNSW) to add key missing links with neighbouring councils, including:</p> <ul style="list-style-type: none"> <li>TfNSW has federal funding to construct Wilson Street missing link on state road between King Street and Erskineville Road in 2026</li> <li>TfNSW has started construction of the permanent Bridge Road cycleway</li> <li>Sydney Park Road - TfNSW has constructed stage 1 in early 2025 and will complete further stages later</li> <li>Sydney Harbour Bridge southern exit - no progress</li> <li>Alexandra Canal - the TfNSW section is now on indefinite hold</li> <li>Oxford East - TfNSW have finished the concept design and business case</li> </ul> <p>TfNSW has started construction of the missing section of King Street cycleway in the city centre. We are providing advice and input to TfNSW for the business case and concept development for the three TfNSW Strategic Cycleway Corridors within our local area.</p> <p>City staff also continue to provide advice and guidance for neighbouring councils.</p>	<b>On Track</b>
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## Encourage and monitor cycling participation

Encourage bicycle riding in our local area	<p>During this financial year we ran 40 guided rides with 290 participants, to show people the bike network and build confidence. We also held 73 Share the Path onsite education sessions that delivered 905 free tune-ups, 2437 maps and attached 435 bells. These numbers represent opportunities to have a conversation with people about courteous and safe riding.</p> <p>Attendances at the City's cycling courses included:</p> <ul style="list-style-type: none"> <li>96 attended the Cycling in the City course</li> <li>94 did the individual Cycling in the City course</li> <li>61 attended the Rusty Riders course</li> <li>61 staff completed the staff cycling course</li> <li>130 attended Bike Care &amp; Maintenance course</li> <li>2437 young children attended Balance Bike Clinic</li> <li>172 children did the schools course</li> </ul>	<b>On Track</b>
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## Safe, connected cycleways

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result Q1	2024/25 Result Q2	2024/25 Result Q3	2024/25 Result Q4	2024/25 Result YTD	Comment	Status
New separated cycleways provided	Km	4.23	-	2	0.16	1.19	0.8	0	2.15	No new separated cycleways completed this quarter	<b>On Track</b>
New on-road cycleways provided	Km	0.77	2.97	2.6	0	13.87	0	0	13.87	No new on road cycleways this quarter	<b>On Track</b>



Encourage and monitor cycling participation											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25		2024/25 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cycling counts at key intersections in the City of Sydney local government area. Baseline March 2010 19,152	No.	42,556	50,855	-	-	46,019	-	55,030	50,524.5	There were 55,030 instances of bikes observed at the 78 intersections during the counting period (6-9am+4-7pm) on the count date in March 2025. This figure is meaningful only to show growth since counts at the same intersections began in March 2010. The number represents +187% growth in that time (almost three times as many bike trips observed).	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney	%	9	2	-	-	0	-	20	20	At the March 2025 count there were 20% more bike trips counted at key intersections than at the October 2024 count. The total growth since counting started in 2010 is now +187% (nearly three times as many trips).	Indicator Only
Attendees at cycle safety courses	No.	267	257	-	56	77	75	43	251	Total of 251 attendees (96 Cycling in the City, 94 one-on-one, 61 rusty riders) over the financial year.	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
<b>Efficient freight and servicing</b>		
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 advocate for new and innovative loading arrangements, including drafting a submission to the NSW Government Freight Policy Reform Interims Direction Paper and continues to explore the opportunities for shared off-street docks through the planning and development system. City staff joined the Project Control Group for Austroads Urban Freight Scoping Study, and discussed at the most recent meeting the potential benefits of offstreet loading hubs. This Group provides one potential advocacy avenue to supplement ongoing exploration of opportunities within our planning and development framework. Council adopted an updated Central Sydney On-street Parking Policy in April, which outlines the relationship of onsite loading and servicing to increased flexibility in allocation kerbside to various uses.	On Track
<b>Manage parking and kerbside space</b>		
Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	The draft Neighbourhood On-Street Parking Policy was exhibited from 10 December 2024 to 21 February 2025. We reported the engagement outcomes to Council in April 2025, when Council adopted the new Policy. This provides the Policy framework to manage new and emerging issues such as timed mobility parking, parking for electric vehicle charging, and bicycle parking to reduce footpath clutter. The updated Policy also simplifies the system of visitor parking permits.	On Track

Manage parking and kerbside space

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	Q1	2024/25 Result			YTD	Comment	Status
		Result	Result	Target		Q2	Q3	Q4			
Car share bookings	No.	253,433	225,630	-	-	99,480	-	87,456	186,936	Car Next Door is no longer in operation resulting in removal of 104 car share spaces from September 2024 onwards.	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
<b>Partnerships, self-determination and reconciliation</b>		
Ongoing implementation of the Stretch Reconciliation Action Plan	In May 2025 Council adopted the City's Stretch RAP 2025-2028. The report to Council included a community engagement report that informed the development of the new Stretch RAP, and 2024 annual report for the previous Stretch RAP. The RAP working group will oversee the governance and implementation of the Stretch RAP.	<b>On Track</b>
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	<p>The City meets with local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives. We also meet with Metropolitan Local Aboriginal Land Council, Aboriginal community controlled organisations and First Nations businesses to understand needs, priorities and promote relevant opportunities. We meet with the City of Sydney Aboriginal and Torres Strait Islander advisory panel at least 6 times per year who advise, guide and provide feedback on our work.</p> <p>The Aboriginal and Torres Strait Islander collaboration fund is a program to support a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of First Nations people in the local area.</p>	<b>On Track</b>

### Enable self determined, culturally safe spaces

Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	Over the past year 119 Redfern Street has continued to support the community's aspirations for the use and development of the local Aboriginal Knowledge and Culture Centre. This work has focused on strengthening partnerships with local Aboriginal Elders, knowledge holders, and community members to ensure that the centre remains a culturally safe and inclusive space for learning, storytelling, and connection. Some key highlights included community-led engagement which included regular consultations with local Elders, knowledge holders and local Aboriginal stakeholders to ensure decisions around programming, access, and use of the centre reflect community priorities. 119 has hosted several culturally significant events, workshops, and exhibitions, celebrating local language, art, history, and heritage. Participation and attendance have steadily increased, reflecting strong community ownership. 119 remains committed to walking alongside the local community to ensure the centre continues to thrive as a living place of cultural transmission, community gathering, and shared pride.	<b>On Track</b>
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### 6.2 Everyone feels welcome and included in the city

Major Programs	Progress To Date	Status
<b>Inclusion</b>		
Implement the Inclusion Disability Action Plan	<p>Highlights include:</p> <ul style="list-style-type: none"><li>• 17 Auslan and English story time sessions with over 135 attendees, and 7 inclusive cultural programs delivered by people with disability with 121 attendees.</li><li>• 13 programs and events for International Day of People with Disability and 166 programs to promote social inclusion, connection and participation with over 140,000 attendees.</li><li>• The video "it's time to spill the tea on some pet peeves of people with disability" was viewed 33,838 times and a video created with Guide Dogs NSW/ACT with 3 tips for businesses to increase access and inclusion was viewed 27,994 times.</li></ul>	<b>On Track</b>

- There were 4,925 views for the entire year (average of 30.46 views per day) of the Accessibility Map and public access information technology, water bubblers, and sensory quiet spaces and accessible play equipment was added to the map. In addition, access features of over 108 playgrounds were added to the City of Sydney website.
- 52 attendances at a “Good access is good for business” breakfast where the business case for access and inclusion was promoted.
- 59 funded creative projects delivered over 1,333 events and activities catering for audiences with disability, including 128 artists with a disability.
- \$21 million was spent on upgrades to pedestrian access with 18,478 m<sup>2</sup> of footpath, 145 access and inclusion improvements were constructed, including new kerb ramps, continuous footpath treatments and raised pedestrian crossings, and 14 new mobility parking spaces were installed.
- The City was reaccredited as a Disability Confident Recruiter for a third successive year and scored highly in the Diversity Council of Australia's Inclusive Employer Index.
- Accessible and targeted engagement with over 350 people with disability, their families and carers and disability service providers and disability representative organisations was undertaken to inform and co-design the new Inclusion (disability) action plan 2025-29.
- Grants and sponsorship programs approved 7 projects that enhance access and inclusion for people with disability, providing \$44,273 funding, and the grants and sponsorship program was reviewed to simplify and improve accessibility.

### Support community needs

Deliver a library service which is responsive to existing and emerging community needs

Libraries welcomed 20,237 new members this year, with an increase in overall membership of 17%. There were 1,002,416 visits to our library services, an increase of 2% on last year. Our online branch team also supported 24,937 interactions. The home library service made 1,542 deliveries to people who are unable to attend our libraries and who live in aged care facilities. Libraries continue collaboration with community centres providing monthly digital literacy tutoring sessions and participation at community events and festivals. Improvements to library services include introduction of same day bookings for study rooms at Green Square and Darling Square Libraries, new furniture & fittings for some branches, HSC study nights and minor works on Newtown Library to improve the façade.

**On Track**

### 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 designed to offer affordable and inclusive opportunities for the community to come together, participate in creative activities, attend talks and workshops, and build social connections. Community feedback reflects the value and impact of these programs where 92% of respondents felt the programs were accessible and 84% felt welcome and included within the programs. A wide range of low-cost creative workshops were delivered, including:

- Short courses at Pine Street Creative Arts Centre
- Workshops delivered at community centres
- Studio access programs -Arts clubs for over 55s
- Kids and Little Artists activities for children under 5 and their carers

These offerings ensured that residents of all ages and income levels could access meaningful cultural experiences.

**On Track**

Support community needs											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	78,636	69,685	-	74,670	76,865	80,857	84,261	84,261	Active membership has increased by 17% this year. The library team have been promoting membership in the community and making improvements to processes to make for a positive library experience.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,551.62	1,837.79	-	433.86	438.38	518.45	470.49	1,861.18	A focus on the presentation and promotion of library collections have led to a 2% increase in digital and physical loans this year.	Indicator Only
Attendance to City libraries	000	831.96	984.31	-	262.4	226.43	259.22	254.36	1,002.42	Our libraries had over 1 million visits this year with a 2% increase on the previous year. Visitation figures reflect increased community participation at library programs and use of library services and collections.	Indicator Only

Inclusive and accessible programs and services											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 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.	8,148	8,782	-	2,209	1,860	2,148	2,642	8,859		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. The City’s Community Profile (Census) and Economic websites have been updated with the latest available data. The city population forecasts have been updated. The 2024 Housing Audit, Commercial Development and Residential Monitors have been completed and are available on the City’s website. The Floor Space and Employment Survey Summary Report, data tables, and spatial data are available on the website and data hub respectively. Community Wellbeing Indicator report has been completed and is available on the City’s website. A new edition of City Insights economic snapshot was published in May 2025. This snapshot provides the public with data on the changing use patterns of the city, consumer spend and other key economic or demographic trends.	On Track

Advocate for connected and inclusive communities that can access the essentials of daily life	<p>This year, the City has continued to advocate for connected and inclusive communities by promoting equitable access to the essentials of daily life. The City has worked closely with Homes NSW through Social Housing Operations Groups and the Waterloo Wellbeing and Safety Action Group to enhance safety and connection in social housing communities. Advocacy for affordable and social housing residents, particularly through engagement with NSW Government development proposals such as Waterloo South.</p> <p>Access to fresh, nutritious, and affordable food has been strengthened through partnerships with local organisations via the Food Operations Working Group and direct funding through the Food Support Grant program. Community wellbeing has also been further supported through the delivery of Green Square Public School, new community spaces, and inclusive programs offered at libraries and community centres.</p> <p>The completion of the midpoint review of A City for All, our social sustainability policy and action plan, has resulted in refreshed focus areas to guide advocacy over the next four years. This refreshed focus will enable more targeted advocacy such as the City's submission to the NSW inquiry into loneliness, where the CEO attended a hearing to highlight the vital role of local governments in fostering social connection and inclusion.</p>	On Track
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#### Increased employment and access to procurement

Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Plans are underway to develop the strategy to embed Aboriginal and Torres Strait Islander procurement into the City's framework of policies, procedures and processes. This is a key part of the Procurement Transformation Project.	On Track
Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	The City continues to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff. Aboriginal and Torres Strait Islander employees have been involved in key projects that will improve cultural safety and wellbeing of Aboriginal and Torres Strait Islander employees. This includes the development and implementation of the Aboriginal and Torres Strait Islander cultural awareness program, which has been completed by 1072 employees to date and the City's new Anti-racism Framework to be launched in August.	On Track

#### Build community skills and capacity

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result Q2	Q3	Q4	YTD	Comment	Status
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	3,583.15	3,577.87	-	851.76	924.13	836.24	909.72	3,521.84	This includes revenue foregone through the Accommodation Grants program to KU John J Carroll Preschool in Phelps Street, Surry Hills, Redfern Legal Centre Ltd at Redfern Town Hall and The Women's Library at Newtown Town Hall.	Indicator Only
Social grants approved by the City of Sydney	\$ '000	5,177.96	4,991.31	-	3,412.31	1,590.22	143.92	287.03	5,433.47	This year, 201 Social grants were approved by Council contributing to a year to date total of \$5,433,468 in cash and value-in-kind. 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, Adhoc submissions, Street Banner Sponsorship and Venue hire support grant programs.	Indicator Only

## 6.4 Communities are engaged and actively participate in the governance of their city

Major Programs	Progress To Date	Status
<b>Community engagement</b>		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	<p>The Community Engagement Strategy and Community Participation Plan 2025-2029 was adopted by Council in June 2025 and is available on the City's website. The strategy outlines the role communities play in our decision making processes and describes the public exhibition and notification processes for land use planning matters. An easy read version is also available online. An accessible guide to decision-making at Council is also on the City's website. This financial year 56 Community Engagement projects were open for consultation. Key consultations were run on the Economic Development Strategy 2025-2035, Cultural Strategy 2025-2025, Community Strategic Plan 2030-2050, the Environmental Strategy 2025-2030 and the draft Stretch reconciliation action plan 2025-2028. Consultations were run on amendments to Sydney local environmental plans, the Sydney Development Control Plan 2012, public exhibitions of the updated Sound Management Plan and early consultation on creating Special Entertainment Precincts within the local area. Two CityTalk events were planned and delivered: 'I choose Sydney – what's driving Sydney's future prosperity?' on 1 August 2024, attended by 412 people where Sydney's new Economic Strategy 2025–2035 was discussed. The second event, 'The climate and nature crises - what Australia does matters!', was held on 2 April 2025, attended by 553 people, followed by community consultation on the updated Environmental Strategy 2025-2030. 16 Social housing meetings were run, two in each of the following locations: Surry Hills, Waterloo, Woolloomooloo and Erskineville, Newtown, Alexandria, Eveleigh and Darlington providing the opportunity for residents to have their say on projects, issues and services most important to them. In October 2024, a new online community engagement system was launched, including a refreshed Sydney Your Say webpage design and new ways to collect feedback through new online tools. The new system will help us make our online engagements more inclusive and two-way, which are key principles within the strategy.</p>	<b>On Track</b>
<b>Provide inclusive, clear, accurate and accessible information to the community</b>		
Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	<p>The City continues to produce inclusive communications that reflect and reach our diverse communities. These include:</p> <ul style="list-style-type: none"> <li>95 community centre e-newsletters for older people and non-English speakers, 6 youth program editions, 4 Green Square updates, and the first e-newsletter for social housing residents.</li> <li>Promotion of LGBTIQ+ events (Mardi Gras, Trans Day of Visibility, Pride Month), cultural festivals (Diwali, Sydney Lunar Festival), and national observances including Wear It Purple Day, Refugee Week, International Days of Inclusion, NAIDOC, Reconciliation Week, South Sea Islander Recognition Day, Seniors and Youth Weeks, and international student programs.</li> <li>Support for Yabun Festival, Freedom Ride anniversary, National Reconciliation Week (featuring truth telling and Aboriginal languages), NAIDOC in the City, and the City's Stretch Reconciliation Action Plan.</li> <li>Communications for domestic violence prevention, anti-racism and social cohesion programs, accessibility awareness (Guide Dogs NSW), affordable housing, community development in Haymarket, Chinatown gate restoration, and housing advocacy.</li> <li>Ongoing social media content and media outreach supporting civic events, infrastructure projects and local business, with enhanced digital accessibility through image descriptions on all social content.</li> </ul>	<b>On Track</b>
<b>Council elections</b>		
Ensure all electoral processes are well managed and meet legislative requirements	<p>The City now has the same responsibilities to its non-residents as every other local government authority in NSW and has fully transitioned to meet its current obligations. New processes have been documented and new management roles are in place to ensure the City meets all legislative requirements. All obligations for the last local government elections in 2024 were successfully met.</p>	<b>On Track</b>



## 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
<b>Equitable access to technology</b>		
Deliver free access to technology throughout our community facilities and relevant programs to support digital literacy	<p>Free access to technology was delivered through our community facilities and programs to support digital literacy including:</p> <ul style="list-style-type: none"> <li>• 419,364 free Wi-Fi sessions via public Wi-Fi across 10 library locations.</li> <li>• Free Wi-Fi is also offered in 13 community centres and in education and care services for use by community members and children</li> <li>• 734,416 free Wi-Fi sessions across over 30 community centres and venues for hire</li> <li>• 192,167 PC sessions across 10 library locations. Free public access computers are offered in five community centres and in education and care services for use by community members and children</li> <li>• 28 sessions delivered to improve digital literacy and inclusion in our libraries and community centres</li> <li>• 231 Public access computers and 20 multi-function devices made available across 19 community facilities providing free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite.</li> <li>• 581,595 hours of available access to PAIT services</li> <li>• 391,993 launches of the library app</li> </ul>	<b>On Track</b>

## 6.6 There is equitable access to education and learning opportunities

Major Programs	Progress To Date	Status
<b>Capacity building</b>		
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> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 22,871 attendees at 573 face-to-face early literacy programs including bilingual and Auslan Storytime</li> <li>• 1,170 attendees at 83 programs developed and delivered in our libraries (introduction to robotic kits, create your own library bag, creative beading and Mabo Day film screenings)</li> <li>• 51 library outreach events attended with 2,096 attendees</li> <li>• 11 online book club meetings</li> </ul>	<b>On Track</b>
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 supported 829 children to access a range of 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"> <li>• 59,925 sessions of care across 10 services with 16,951 (28%) offered at a discounted rate or free</li> <li>• a range of fun and educational programs including graduation celebrations, bike/scooter days, excursions, Chinese New Year, Lantern Festival and Lunar New Year, card making for Valentine's Day, traditional cooking and a bush tucker workshop.</li> <li>• inclusion of vulnerable families through continued partnerships between families and support agencies</li> <li>• family events including morning teas, an annual athletics carnival, welcome and reunion events, end of term BBQ's, reading and craft sessions, Harmony Day and end of year celebrations</li> <li>• Children attending after school hours care programs made Christmas cards for Meals on Wheels recipients</li> <li>• Early childhood educators day, book week parades, Olympics activities, NAIDOC week activities</li> <li>• Vacation care excursions, including to cinemas, aquatic centres, local playgrounds, Sydney Zoo, Opera House, bowling and Chinese Garden of Friendship</li> <li>• A monthly "bush school" program at Sydney Park</li> </ul>	<b>On Track</b>

Capacity building											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 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.	851	845	-	573	30	147	79	829		Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the city	No.	6,746	6,721	-	-	-	-	-	-	This data is not available in 2024/25 and will be provided again in 2025/26	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care)	No.	56,802	58,007	-	16,232	14,568	13,583	15,542	59,925		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.	22,473	18,085	-	4,782	4,248	3,769	4,152	16,951		Indicator Only

## 6.7 A sustainable and equitable food system that increases access to nutritious and affordable food

Major Programs	Progress To Date	Status
<b>Research, collaborate and investigate</b>		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	<p>This year, the City has continued to deliver a range of food systems related initiatives, including Sydney City Farm, the community gardens network, meals-on-wheels, cooking programs in community centres, food support grants, and food waste reduction efforts.</p> <p>The City convenes a Food Operations Working Group that brings together local service providers, community organisations, and other stakeholders across the food system to connect, share information, and collaborate on solutions that strengthen food security and sustainability.</p> <p>City staff have also remained active in regional and international networks such as Sustain and the Milan Urban Food Policy Pact, contributing to knowledge exchange and best practice sharing. In January, staff participated in the EAT Action Dialogue on Cities, co-hosted with C40 Cities and the Milan Pact Secretariat. This global forum focused on advancing healthy, sustainable, and equitable urban food systems and will inform the upcoming EAT-Lancet 2.0 Brief for Cities.</p>	On Track

## Improve food security

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

A total of \$1,593,117 in cash and value-in-kind was approved for 42 food relief related projects through the Community services, Food support and Quick response grant programs. This includes support for Aboriginal Medical Services to provide fresh produce and meals to clients, Glebe Youth Services to enhance access for families to fresh and nutritious food, BlaQ's healthy food workshops for First Nations LGBTQIA+ communities and First Nations Response to provide culturally appropriate support to Aboriginal and Torres Strait Islander residents. The City supported regular fresh food distribution in Redfern, Glebe, and Darlinghurst in partnership with local community organisations. In addition, a total of \$160,000 was approved for donations to 16 local community organisations to help with meals, food hampers and gifts over the holiday period, including Mudgin-Gal Aboriginal Corporation, Twenty Ten Association, Wyanga Aboriginal Aged Care Program and Asylum Seekers Centre. The City's Food Operations Working Group connects community organisations to the broader food system.

**On Track**

## Improve food security

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Meals provided through the City's Meals on Wheels service	No.	40,690	44,475	-	12,219	12,663	12,098	12,888	49,868	This represents an increase of 12% compared with the same period last year.. Meal numbers have continued on an upward trend since the Covid pandemic.	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
<b>Strengthen social cohesion</b>		
Foster cross-cultural awareness, tolerance, and connections among people from diverse cultural backgrounds through services, programs and events	<p>Services, programs, events and targeted activities were offered across the City to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds.</p> <p>Highlights include:</p> <ul style="list-style-type: none"><li>• 121 targeted programs supporting inclusion and diversity across our community centres</li><li>• 270 attendees at Aboriginal Cultural talks delivered by Custodians and local Elders</li><li>• 347 attendances at five Refugee Week events</li><li>• 83 international students participating in the International Student Leadership Ambassador Program as ambassadors</li><li>• 193 attendances at five events delivered through the International Student Leadership Ambassador Program to support international students to build community connections</li><li>• 40 attendances at two anti-racism and allyship training programs to increase racial literacy and promote social cohesion</li><li>• 25 attendances at an Australian sports program event, engaging newly arrived people to learn about Australian culture through sport</li><li>• 145 attendances at a documentary screening and panel discussion on the significance of name pronunciation, identity, respect, inclusion and belonging</li></ul>	<b>On Track</b>
<b>Collaborate to address loneliness and social isolation</b>		
Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	<p>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.</p> <p>Highlights include:</p> <ul style="list-style-type: none"><li>• 300 people attended the Open Day event at Pyrmont Community</li><li>• 293 attendees at retro gaming workshop for mobility impaired, neurodiverse and rainbow young people</li><li>• 181 attendances at three Youth Week events</li><li>• 1,000 attendances at the Seniors Festival Comedy Show at Sydney Town Hall</li><li>• 518 attendances at programs and events supporting LGBTIQ+ communities, including the Silver Sessions program for older women, and events and programs for Wear it Purple Day, Intersex Awareness Day, Transgender Day of Remembrance and Transgender Day of Visibility</li><li>• 1,296 attendances at 23 international student programs and events</li><li>• 83 international students participating in the International Student Leadership Ambassador Program participated in volunteering activities in the community</li></ul>	<b>On Track</b>

## 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		A range of programs were offered to ensure community social inclusion, connection and participation. A total of 239 programs were offered, with 350,757 people attending. Highlights include: <ul style="list-style-type: none"><li>• 121 programs to increase inclusion and diversity</li><li>• 81 programs to support participation of people with disability</li><li>• 140,007 attendances at targeted programs to improve community health and wellbeing</li><li>• 480 attendances at Clothes Swap events at Juanita Nielsen Centre and Ultimo Community Centre</li><li>• 8 programs in community centres to improve digital literacy and inclusion</li><li>• 167 attendances at four Refugee Week events in community centres</li><li>• 504 attendances at educational talks on topics such as Men's Health, pain management, pedestrian safety, personal finance management, Eora Journey arts and Aboriginal Cultural talks</li><li>• 114 attendances at nine Connect Sydney training and capacity building workshops at Redfern Community Centre and 119 Redfern Street, Redfern (Aboriginal knowledge and culture centre)</li></ul>								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. In the year to date, community facilities that have been renewed or upgraded to be more inclusive include Pyrmont Community Centre, City Recital Hall and Customs House.								On Track		
Support social connection and wellbeing												
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services		The Community Wellbeing Indicators report has been completed and is available on the City's website. The results have been used to inform the Community Strategic Plan refresh.								On Track		
Equity and affordability												
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	-	68	-	63	66	67		41	41		Indicator Only
Overall attendance at City Spaces	No.	260,748	298,919	-	92,030	84,228	81,274		92,308	349,840	This represents an increase of 17% on the previous year. Attendance numbers have continued on an upward trend since the Covid pandemic. There has also been an increase in service provision with new facilities, programs, AV, WiFi etc.	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 Programs	Progress To Date	Status
<b>Resilience and climate risk management planning</b>		
Implement the City of Sydney area Resilience Strategy	During the financial year work progressed on community preparedness, a resilience study in Woolloomooloo, the publication of the City of Sydney local area microclimate study and development of resilience data sets for use by staff.	<b>On Track</b>
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 Resilient Sydney Strategy 2025–2030 was officially launched by the Hon. Minister Janelle Saffin along with Sydney Mayors on 29 April 2025, marking a key milestone in building a stronger, more resilient Greater Sydney. The strategy outlines a shared vision for resilience, calling on collaboration across government, business, and community sectors. The renewed strategy has a focus on sustainability, equity, community connection, emergency preparedness, and trusted governance. To support implementation, councils and stakeholders have been encouraged to align local plans, share resources, build partnerships, advocate for resilience, and track collective progress. The strategy and supporting documents are available on the City's website. Presentations on the strategy have been delivered to key government, industry and community partners and stakeholders and the new Steering Committee is being formed. The development of the strategy was funded through a joint NSW and Australian Government Disaster Risk Reduction grant; this was acquitted by the NSW Reconstruction Authority in January 2025.	<b>On Track</b>
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 adopted an interim floodplain management policy. The policy is being implemented through the development approval process. An update to the Sydney DCP to incorporate the provisions of the policy has recently been endorsed by Council. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.	<b>On Track</b>
<b>Support communities to build capacity and capability for resilience</b>		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	During EmergencyRedi Week, the City partnered with the Australian Red Cross, NSW SES, NSW Ambulance and NSW Fire and Rescue to host a morning tea for over 80 social housing residents raising awareness on emergency preparedness. In February the City partnered with Counterpoint Community Services to host Summer on the Green, attended by 350 social housing residents who engaged with local emergency response services who shared resources and information on how to prevent, prepare, respond, and recover from emergencies. The City engaged Red Cross Australia to deliver a co-designed pilot program to equip priority communities to prepare for the impacts of climate change and build community resilience to shocks and stresses. From July to December, the project delivered three community engagement sessions, four emergency-Redi sessions, and a heatwave preparedness workshop with over 55 residents participating. In addition, 300 resilience go-packs were distributed as part of this project.	<b>On Track</b>
Support communities beyond our local area and international communities experiencing emergency situations	This year, 18 donations were approved by Council for a year to date total of \$192,000. These donations were made to Rising Tide for the Democratic Right to Protest, the Trans Justice Project to combat anti-trans disinformation and 16 local organisations for Food Support over Christmas, including Mudgin-Gal Aboriginal Corporation, The Twenty Ten Association, Wyanga Aboriginal Aged Care Program and Asylum Seekers Centre.	<b>On Track</b>

### 7.4 The city economy is diversified to strengthen its resilience

Major Programs	Progress To Date	Status
<b>Economic diversity</b>		
Invest in projects delivered through alternative business models that support equitable and inclusive economic development	This year 48 grants were provided by the City to social enterprises with a year to date value of \$2,242,576 in cash and value-in-kind. These projects were supported through the City's business sector support, community services, festivals and events sponsorship, food support and innovation and ideas grants.	<b>On Track</b>

## Economic resilience

Contribute to metropolitan and state-wide strategic economic planning

The new Economic Development Strategy 2025-2035 was adopted in December 2024 following feedback from the stakeholders, including the City's Business Advisory Panel, NSW Government agencies, peak bodies, and the community.

We participate in NSW Government working groups and committees including the NSW Night Time Economy Councils' Committee, NSW Government's 24-Hour Economy Advisory Group, Visitor Economy Greater Sydney Local Councils Group, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group and sit on the Tech Central Alliance steering committee (when convened) and the Innovation District Alliance. We convene regular meetings with local business chambers and peak bodies.

**On Track**

## 7.5 People feel safe in the city

### Major Programs

### Progress To Date

### Status

#### 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. In 2024/25 we received 1,581 applications for CCTV footage with 1,037 instances of footage 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.

The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.

**On Track**

## Embed the NSW Child Safe Standards

Ensure effective implementation of the NSW Child Safe Standards across our organisation

The NSW Child Safe Standards continue to be embedded into practice at the City including through numerous operational Child Safety procedures in line with the commitments of the revised policy endorsed by Council in July 2024

Highlights include:

- The revised Child Safety Policy was endorsed by Council on 29 July 2024, replacing the previous version from September 2022
- Completion of the Easy Read Child Safety Policy, produced with the Council for Intellectual Disability to increase accessibility and understanding of the policy for people who have an intellectual disability or low English literacy level.
- Review of local child risk management plans undertaken with relevant staff to minimise and mitigate the risk of abuse at City programs, facilities, and venues where children may attend
- Review of Child Safety Learning and Development Training Plan undertaken by Learning and Development and Social Policy teams
- Review and streamlining of the Corporate Child Safety Risk Management Plan.

**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 2024/2025 financial year City Rangers have spent over 174,907 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	<p>The City coordinates a quarterly forum to bring together organisations working to prevent and respond to domestic, family and sexual violence, with a focus on First Nations experiences, challenging attitudes and behaviours, economic safety and services for people on temporary visas or seeking asylum.</p> <p>The City delivered a program of initiatives as part of the United Nations Women's 16 Days of Activism, including active bystander and allies training, trauma informed yoga for survivors, how to respond to disclosures as well as events at City libraries, City venues and a vigil in Martin Place.</p> <p>The City delivered Domestic and Family Violence Prevention month in May, building community capacity in economic safety, skills in responding to people who experience domestic and family violence, and a prevention workshop for active bystanders and allies.</p> <p>The City hosted two 'Cuppa with a Cop' events to increase positive engagement between residents and local Police.</p>	On Track

Community safety											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People attending community safety events / programs	No.	-	2,484	-	-	1,174	-	3,206	4,380	In addition to safety programs and workshops, Safe City hosted a number of large events this year including safe spaces during Mardi Gras, Summer on the Green at Waterloo, and two Pet Day events.	Indicator Only
Community safety program participants who report an increase skills or knowledge	%	-	96.5	-	-	94	-	95.8	94.9		Indicator Only
Community safety program participants who know where to get help if they need it	%	-	84	-	-	88	-	94	91		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 economic strategy and our operational activities	With the recent adoption of our economic development strategy 2025 - 2035 in December 2024, work is underway to integrate community wealth building principles within our operational activities. On 18 March, at the inaugural Economic Development Australia Roadshow, our CEO spoke about how the City is partnering for impact to drive changes for a more sustainable, inclusive economy using the community wealth building approach. The event also featured international leading urban economic policy thinker, Neil McInroy, an advocate of community wealth building, who delivered a keynote on how progressive economic development models are redefining how we address today's pressing economic, societal, and environmental challenges.	On Track

## Strong Aboriginal and Torres Strait Islander community-controlled sector

Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program

This year, 65 grants were provided to Aboriginal and Torres Strait Islander individuals, groups and organisations for a year to date value of \$2,526,400 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 a trauma-informed program in schools and youth centres in the local area for Aboriginal and Torres Strait Islander youth, fostering healing, safe relationships, cultural connection and resilience. It also supported two local teams to travel and attend the Lismore Youth Rugby League Koori Gala Day and a fortnightly program in Redfern providing Aboriginal fathers with cultural learning, fatherhood training, and community-building activities.

**On Track**

## Strengthen young people's civic engagement

Deliver youth civic engagement programs

Three youth civic engagement programs were delivered this financial year.

- There were 78 attendances at the 'Fresh Perspectives: A Conversation on Civic Engagement' event.
- There were 126 attendances at six Changemakers Launchpad Program sessions.
- There were 243 attendances at 14 Youth Opportunities Program sessions, including 12 program meetings and two media, marketing and communications sessions.

**On Track**

## Strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result Q1	2024/25 Result Q2	2024/25 Result Q3	2024/25 Result Q4	2024/25 Result YTD	Comment	Status
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	-	76	-	-	50	-	94	94		Indicator Only
Value of spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,421.5	1,970	2,000	-	1,621	-	1,548	3,169		On Track
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$ '000	1,630	1,936.74	-	1,332.04	554.44	274.78	365.14	2,526.4	This includes support for a culturally safe mentoring program in Redfern supporting Aboriginal and Torres Strait Islander jobseekers through skills development and work placements; a monthly hub bringing together service providers to support the transition from homelessness to housing; and support for the Redfern All Blacks Rugby League Football club season, supplies and events.	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
<b>Public art</b>		
Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection	In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Lucy Simpson's artwork for 'Sitelines and Conversations' in development with ongoing community consultation and the imminent appointment of the Redfern terrace artist team following an Open Expression of Interest and Stage Two Select Tender process. The City's conservation program is ongoing with a major restoration of the Chinatown Gates in Dixon Street now complete, celebrated with community in mid June. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced and restoration of 'Waterfalls' in Sydney Park is now complete as are conservation works to Sirius Cannon in Macquarie Place Park.	<b>On Track</b>
<b>Investment in local creation and production</b>		
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 financial year 127 Cultural projects were approved by Council contributing to a total of \$3,742,755 in cash and value-in-kind. 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 Moogahlin Performing Arts to deliver the Yellamundie Festival in 2025, a national gathering showcasing new First Peoples stories for the stage. It also includes the production of a short film inspired by true events in Chinatown; and various projects that support skills development for a range of artists. Additionally, a total of \$2,438,271 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes Digital Storytellers Limited, Milk Crate Theatre at Alexandria and Kil.n.it Experimental Ceramics Studio in Glebe.	<b>On Track</b>
<b>Sydney is an innovative, creative and global city</b>		
Produce an annual program of events and festivals that showcase local stories internationally, champions local cultural production, and actively engages with local communities	The City has continued to create opportunities for local creatives, suppliers, artists, performers and organisations through programs including Sydney Streets, Art & About, Sydney Lunar Festival, Sydney New Year's Eve and Sydney Christmas. Sydney New Year's Eve included consultation with landholders, stakeholders and resident and community groups to produce a safe and enjoyable event, as well as showcasing local creatives and performers throughout the program. Two community and stakeholder roundtable meetings were held to develop the 2025 Sydney Lunar Festival, ensuring celebrations were culturally appropriate and reflected local communities.	<b>On Track</b>
<b>Prioritise local culture</b>		
Implement the City's history and curatorial programs	The City continues to deliver advice and engagement programs to share Sydney's history, heritage and culture with the community. The City has showcased items from the Civic Collection via the More Than Meets the Eye display at Town Hall House. Additionally, the Model Makers exhibition was installed at Customs House. Work is ongoing to present the oral histories and make them accessible to the public. The Barani website continues to be a major access point for Sydney's Aboriginal history, plus four walks on the Sydney Culture Walks app include an Aboriginal history focus. A suite of 12 self-guided historical walking tours have recently been converted to accessible PDFs.	<b>On Track</b>

## Connect with and engage the community

Deliver an inclusive, welcoming cultural program within City operated cultural venues	A total of 244 cultural programs were delivered across both online and face-to-face formats, engaging 2,872 participants across ten City venues. Programming was aligned with 14 key dates of significance, fostering cultural awareness. Community feedback is strong with 85% of survey respondents saying they learnt something new, 91% said the programs inspired creativity and 84% felt welcome and included. Highlights included programming at Glebe Library 'Words on Art' where artists, poets, and writers share their stories. An LGBTIQA+ discussion group at Kings Cross Library and a comedy performance at Green Square Library with comedians sharing insights into living with disability.	<b>On Track</b>
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## Investment in local creation and production

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,906.72	2,715.23	-	1,688.44	1,724.13	202.76	127.42	3,742.76		Indicator Only
Creative personnel supported by City of Sydney programs	No.	14,127	13,254	-	-	7,199	-	5,146	12,345	Creative personnel have been engaged primarily through Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

## 8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected

Major Programs	Progress To Date	Status
<b>Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation</b>		
Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel. The most recent project being 'bara', Monument for the Eora by artist Judy Watson. Following a Select Tender for Stage two of the Redfern Terrace project, a report will go to the Tender Review Group for endorsement in July. The successful artist/team will proceed to reimagine the corner terrace of Hugo and Caroline Streets as a living museum to celebrate Aboriginal stories, culture and activism adjacent to 'The Block' with community. Yananurala, is in development with artist Lucy Simpson carrying out design development of her concept in response to the brief for the first project 'Sitelines and Conversations' and community consultation. The project is being developed in partnership with Place Management NSW and project partners including cultural institutions. Community consultation is underway for the project proposed to celebrate language at Tara/Dawes Point, the site where Patyegarang gifted Aboriginal language to William Dawes to record in his notebooks. A video about the project is in production.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Encourage investment in new creative employment space</b>		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	The Creative Land Trust (CLT) Feasibility Study project was initiated in August 2024. Committee for Sydney are delivering the Study to the City and Create NSW including providing project management, appointment of contractors and coordination of the Advisory Reference Group. A consultant team were engaged to deliver the core feasibility analysis of the Study. This team is led by development advisory firm FERN, with expertise in creative industries from Marcus Westbury OAM, property management from Abigail Campion, spatial planning from Architecture AND and cost planning from MBM. FERN have completed the feasibility work and have submitted their report to the Committee for Sydney who are preparing the final report based on the findings to be delivered to the City of Sydney and Create NSW. Council will then consider next steps.	<b>On Track</b>

### Encourage creative and cultural organisations and operators to live and work in Sydney

Support providers to deliver cultural services and programs in City cultural assets	The City provided 39 spaces to up to 101 creative and cultural organisations through various creative space programs. Three Accommodation Grant program buildings were handed back to the City and new management models are underway for: 107 Redfern Street, Joynton Avenue Creative Arts Centre and Eternity Playhouse. The Australian Design Centre celebrated 60 years, Tom Bass Sculpture Studio School celebrated 50 years and Antenna Film Festival delivered their 13th Documentary Film Festival. City of Sydney Creative Studios, operated by Brand X, includes 30 purpose built creative spaces. There have been 14,268 bookings since opening mid-May 2022, with long-term tenant spaces at an average of 98% occupancy. City Recital Hall Limited continues to manage and activate the live music venue.	<b>On Track</b>
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### Encourage investment in new creative employment space

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Creative organisations in creative spaces supported by the City of Sydney	No.	75	72	-	62	95	94	96	96	City provided 39 spaces to up to 101 creative and cultural organisations through the Accommodation Grants program, Creative Live / Work Spaces program, Short Term Empty Property program and Venue Hire Support program in this financial year.	<b>Indicator Only</b>

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

Major Programs	Progress To Date	Status
<b>Diversity of workers and audiences</b>		
Deliver cultural programs and events that represent the cultural and social diversity of the community	The City's Major Events are programmed with a diverse range of performers and artists. NAIDOC in the City was presented in July 2024, with a takeover of Sydney Town Hall. Sydney Christmas, Sydney New Year's Eve and Sydney Lunar Festival provided opportunities for people from all parts of our communities to come together and celebrate. Capital works launches throughout the City of Sydney local area are programmed to reflect the demographic and character of those specific local communities. Sydney Streets events were held in Darlinghurst, Haymarket, Glebe, Potts Point, Pyrmont and Redfern in spring 2024 and summer 2025, celebrating and engaging with diverse local communities and creating opportunities for local businesses, community groups, artists and performers.	<b>On Track</b>

## Diversity in creative workforce and leadership

Provide support to a range of cultural groups that reflect the diversity of our communities

The City provided over \$3.4 million cash support to over 110 creative and cultural projects across various grants programs. Many of these grants reflect engagement with diverse communities in their project outcomes. Projects include: Yabun 2025, 4A Centre for Contemporary Asian Art's Lunar New Year public art activations, Accessible Arts' Frame Shift, a selection of video artworks by artists with disability about intersectional identity, creative expression and social connectedness. Similarly, Claud Bailey produced Stories from the Heart, a workshop and performance piece with Queer teens which was presented in a theatre setting.

**On Track**

## 8.5 There is an increased supply of accessible creative space

### Major Programs

### Progress To Date

### Status

### Stable and affordable creative space

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

The City continues to assess development applications that seek to utilise incentives under the Oxford Street planning controls through the delivery of cultural spaces. No development applications proposing cultural and creative floor space are currently under assessment within the Oxford Street Precinct. There was one application approved in February that included cultural and creative floor space.

**On Track**

### Stable and affordable creative space

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	2,987.74	3,130.55	-	722.94	580.73	567.64	566.97	2,438.27	This reflects a decrease due to several spaces being returned to the City including Joynton Avenue Creative Centre, Eternity Playhouse, 107 Redfern Street and William Street offices. This includes revenue forgone through the Accommodation grants program for long term use of the City's spaces, which includes Pride History Group at Benledi House in Glebe; We Are Warriors at Ultimo Community Centre; and Digital Storytellers Limited at William Street Creative Hub.	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
<b>Develop and promote the Tech Central Innovation precinct</b>		
Work collaboratively with the Tech Central Alliance and other agencies and organisations to position Tech Central as the driver of place-based innovation	We are working with stakeholders to position the Tech Central area as the driver of place-based innovation and meet monthly with Investment NSW. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. We continue to meet with the lead of the new Tech Central strategy at Investment NSW, to coordinate complementary efforts before its release in September 2025. Additionally, the City has given input as a stakeholder into the consultation for the new strategy. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were released during the year.	<b>On Track</b>
<b>A safe and desirable destination</b>		
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 (BE) Sydney to support the attraction of domestic and international business events for Sydney for the period 2024-2028. This year 21 letters of support were provided to assist BE Sydney with their bids for international business.	<b>On Track</b>
<b>Support local businesses – technology and innovation</b>		
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	During the year, Council approved a total of \$655,058 in cash funding to 18 projects through the Business sector support and Innovation and ideas grant programs. This included \$48,200 in cash funding for Business Council Co-operatives and Mutuals Ltd to support the self-determination and economic development of First Nations community-controlled organisations and \$40,000 in cash funding for Taxis NSW Ltd to develop an online visitor ambassador accreditation program for taxi drivers. The City's Reboot Webinar Series kicked off with 5 sessions delivered during May and June with over 1,200 registrations. The series explores the essential business fundamentals local businesses need to master to run their business successfully. Small business experts take participants through key topics such as finance, strategy, marketing, connecting with customers and managing teams.	<b>On Track</b>
<b>Support creative industries</b>		
Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability	The City collated and distributed a regular digest email of support information, funding and collaboration opportunities relating to the cultural sector, to cultural tenants and cultural grant recipients. Sector support programs provided by City grantees included Creative Plus Business' program THRIVE, a networking and professional development program, for Sydney's arts practitioners, Accessible Arts hosted Access Ideas and Insights, a series of quarterly hybrid panel discussions exploring access and inclusion and showcasing best-practice digital access for the creative sector. Diversity Arts Australia delivered Shifting the Balance, a leadership and capacity-building program to address gaps in the representation, development, and career longevity of culturally and linguistically diverse and racially marginalised arts leaders. Making Space for Culture Incubator built knowledge, capabilities and connections between the cultural and property sectors to address Sydney's creative space shortage and hosted a series of quarterly hybrid panel discussions exploring access and inclusion and showcasing best-practice digital access.	<b>On Track</b>



## Support local businesses – technology and innovation

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	799.1	1,372.97	-	806.03	464.47	3.73	0	1,274.22	This year, Council has approved 34 economic grants through the Business sector support, Festival and events sponsorship, Innovation and ideas and Haymarket activation grant programs. This includes support for Haymarket Alliance Inc to deliver Neon Playground 2.0, a three-week lights, music and art activation of the Haymarket area, Guide Dogs NSW/ACT to educate local businesses on Guide Dog access rights and Boomerang Labs Ltd to run a ten week circular economy program in Chippendale for investment-ready circular startups.	Indicator Only

## 9.2 The transition to a zero-carbon economy offers new economic opportunities

Major Programs	Progress To Date	Status
<b>Innovation and commercialisation of research</b>		
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	This year, the City has provided a total of \$2,821,255 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. In addition, the City provided a total of \$58,231 in cash funding through the Innovation and ideas grant program for two projects to be delivered by Greenhouse, including \$45,596 in cash funding for a project to boost sustainable finance opportunities for climate tech and circular economy infrastructure and \$12,635 in cash funding to support Sydney Climate Action Week activities. Sydney Climate Action week occurred in March 2025 with over 230 community-led events delivered across the city.	On Track
<b>Promote and support development of key green sectors</b>		
Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney's as a regional hub for sustainable finance. We continue to explore opportunities for collaboration with both the Australian Sustainable Finance Institute and the NSW government. Greenhouse Climate Tech Hub at Circular Quay is operating and fostering growth of sustainability-focused tech companies and provide a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events including the 2025 Sydney Climate Action Week (supported through grant funding from the City of Sydney). We continue to support Greenhouse through the Ideas and Innovation grant program, most recently a research report that will "Catalyse sustainable finance", which will be launched in August 2026. The report will inform a capability building and financial instrument piloting program that Greenhouse will deliver as part of the 3 year grant.	On Track

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

Major Programs			Progress To Date							Status	
Collect, analyse and share data											
Provide demographic and economic development information to enable enhanced community decision making			The City provides public data, reports, and commentary on housing stock; residential, commercial, and visitor accommodation development; community wellbeing; employment, business mix, and floorspace trends; and Census data and population forecasts. These are published on the City's website and/or datahub.							On Track	
Collect, analyse and share data											
Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Comment	Status	
						Q2	Q3	Q4	YTD		
Turnover of the core night-time economy for the financial year (food, drink & entertainment businesses)	\$Bln	-	6.14	-	-	-	-	-	-	Data for 2024/25 is not available at the time of publication. Data for previous report period is now available and has been included. Across the City of Sydney in the 2023/24 financial year the turnover of core night-time economy (food, drink and leisure and entertainment) was \$6.14 billion. This was up 8.3% from the 2022/23 financial year (nominal terms).	Indicator Only

### 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 approved a total of \$701,000 in cash and value-in-kind funding for 16 projects that will foster collaboration within the business community and provide creative programming within local precincts through the festivals and events sponsorship and business sector support grant programs. The City delivered 12 Sydney Streets events including Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern. A total of 515 local businesses and community organisations participated, extending onto the street with activations such as outdoor dining, stalls, pop-ups, workshops, and live performances. A total of 711 artists were employed across the event by the City and 86 performers employed by local businesses. Attendees were surveyed with a total of 673 responses, of these, 96% rated their overall experience as good or excellent and 99% would attend a similar event in the future. Of those surveyed from the suburb, 81% agreed or strongly agreed the event made them feel more part of their local community.	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. Developing a plan to expand the service providing small business and creatives a direct point of contact for their service needs.	On Track

## Support the visitor economy

Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy	Events supported by the City included Moogahlin's Yellamundie Development Festival of First People's storytelling, Red Room Poetry month including readings on the BBC, Sydney Craft Week by Australian Design Centre, Sydney Contemporary, SXSW Sydney, and FBI Radio SMAC Awards at City Recital Hall. Vivid, Sydney Festival and Yabun Festival celebrations took place in and around Sydney Harbour. During the Sydney Gay and Lesbian Mardi Gras Festival audiences participated in events including Fair Day, Ultraviolet, Sissy Ball and the Mardi Gras Parade attracting more than 180 floats and 10,000 participants. Sydney Film Festival, Antenna Documentary Film Festival, the French Film Festival and other cultural film festivals attracted an international following with the programs including films from over 60 countries. These events delivered an array of workshops, film and visual arts and attracted thousands of audiences to venues across Sydney CBD and local precincts.	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 (DNSW), Placemaking NSW, Office of the 24-Hour Economy Commissioner (O24HEC), Study NSW, and the wider Sydney visitor economy sector to support a quality destination experience.</p> <p>The City continues to support sector innovation through grants and sponsorships. This year's highlights included funding Business Events Sydney's acquisition of global business events, sponsorship of Vivid Sydney, and support of the Taxis NSW's taxi driver ambassador program. Work is underway to lead a more coordinated approach to our internal resourcing through external partnerships, knowledge sharing and data insights, particularly with DNSW and O24HEC.</p> <p>Latest figures for the year ending December 2024 show there were 36.7 million visitor arrivals year to Sydney, representing an increase of 4.3% for domestic travellers and 11.2% for international tourists compared with 2023. The number of nights spent in Sydney also increased 10.6% and expenditure was up 7.4%. Visitor numbers are still slightly lower than pre-pandemic levels, yet expenditure and number of nights have increased beyond the pre-pandemic level. China remains the top source country making up 13% of our international visitors, followed by the USA 12%, while New Zealand has now overtaken the United Kingdom to be the third highest market, now making up 10% of all visitors. Visitors from Korea are now on-par with those from the United Kingdom at 8%.</p> <p>The City continues to support the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW. In the year ending December 2024, there were around 231,000 international students enrolled in Sydney (City &amp; inner south) at tertiary education institutions, compared with around 223,000 in the year prior. The top 5 source countries for students remain China, Nepal, India, Philippines, and Vietnam.</p>	On Track
Develop and deliver tourist information programs to meet visitor requirements	<p>The Customs House visitor information centre was refurbished in early 2025. A refreshed internal design has improved the visitor experience with clearer wayfinding. A new digital content screen and self-serve iPad provides more ways for the visitor to access information about what to see and do in Sydney. The newly designed service desk is framed by a new artistic work, Jagan (Country) by Indigenous artist Kim Healey.</p> <p>The City continues to deliver face-to-face visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. More familiarisation tours of new experiences and facilities along with more information sharing across the ecosystem are helping to enrich ambassador knowledge and value.</p> <p>For the 2024/2025 financial year, our ambassadors have had around 224,000 visitor interactions – of which around 184,000 were roaming interactions, and 17,000 cruise ship passenger meet and greets. The City entered into an agreement with Big Splash Media for the Sydney Travel Guide. The agreement includes quarterly briefing sessions with the City's Ambassadors and Visitor Service team and some city focused editorial.</p>	On Track
Implement projects and programs to support the international education sector	The Lord Mayor's Welcome for international students took place on Tuesday 1 April 2025 in Sydney Town Hall. Over 800 attendees from 67 different nations enjoyed the welcoming and inclusive atmosphere. The event involved a Welcome to Country and smoking ceremony. Attendees were also able to find out about activities and local support services at over 28 stalls including NSW Health, Transport for NSW and The Centre for Volunteering. A graduation ceremony also took place at the event for the City's International Student Leadership Ambassadors (ISLA) who took part in the 2024-2025 program.	On Track

Support the visitor economy											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic impact of events secured	\$M	49.1	47.9	-	12.6	11.3	55.68	20.8	100.38	Business Events Sydney secured a total of 24 events with an estimated 99,600 delegate days and \$100,381,016 in direct expenditure. This includes a large conference with large delegate numbers.	Indicator Only
Grants approved by the City of Sydney for major events and festivals	\$ '000	6,639.83	6,540.38	-	300	536.39	5,608.64	0	6,445.04	This year, the City supported 14 major events, including Yabun Festival, SXSW Sydney, Sydney Fringe Festival, City2Surf, Sydney Writers' Festival, Sydney Festival, Vivid Sydney, Sydney Film Festival, Australian Fashion Week, Business Events Sydney, Sydney Gay and Lesbian Mardi Gras Parade and Australia Day in Sydney.	Indicator Only
Domestic visitor overnight trips (number of nights stayed)	No	6,046,176	5,913,943	-	-	3,296,443	-	1,690,323	4,986,766	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International visitor average number of nights	No.	13.85	13.99	-	-	13.20	-	14.28	14.28	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International overnight visitors	No	1,382,149	2,043,269	-	-	1,078,524	-	1,257,448	2,335,972	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
International students studying in the local area	No.	221,647	214,643	-	-	-	-	231,796	231,796	In the year ending December 2024, there were 231,796 international students enrolled in Sydney (City & inner south) at tertiary education institutions	Indicator Only

## 9.5 Unique local neighbourhoods and the global city centre support thriving economic activity

Major Programs	Progress To Date	Status
Promote economic activity and local neighbourhood identity		
Support the implementation of the Oxford Street LGBTIQA+ Place Strategy	<p>Launched in June 2023, the Oxford Street Pride Charter promotes inclusivity and celebrates Oxford Street's unique LGBTIQA+ history. Developed with input from local businesses and the LGBTIQA+ community, the Charter now has 68 members. In August 2024 the word "business" was removed from the Charter name to better to better reflect the diversity of its members. The City has also approved \$40,000 in funding to the Rainbow Precinct to promote the Charter and host member forums for knowledge sharing and collaboration.</p> <p>Free online diversity and inclusion training, developed by the City, has been completed by 250 individuals across 39 organisations. A specialised security training module was introduced in June 2024, with 66 staff from 19 businesses completing it.</p> <p>The PrideVis program is a key initiative of the Charter and equips security staff with pride-flag vests to enhance safety and visibility. It was developed by the Surry Hills Liquor Accord with support from the City, NSW Police, the Charter Steering Committee, and the Rainbow Precinct.</p>	On Track

Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	<p>Since November 2020, 199 businesses have been approved for on-street dining, with an estimated 2,221 sqm of road space reallocated. Of these, 25 have become permanent footpath dining through public domain upgrades and 40 have ceased for various reasons. There are currently 157 businesses operating with on-street dining.</p> <p>Council will investigate those locations where footpath can be permanently extended into road space for outdoor dining, consider the criteria for the extension of the footpath. Council has endorsed a revision of the City's Outdoor Dining Guideline.</p>	<b>On Track</b>
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## Economic diversity

Implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities for Aboriginal and Torres Strait Islander businesses	<p>The City meets regularly with the Aboriginal and Torres Strait Islander Advisory Panel to seek insights and guidance. The City continues to deliver the Eora Journey Economic Development Plan 2016- 2026 and implement the associated Aboriginal and Torres Strait Islander Workforce Strategy. Our new Economic Development Strategy was adopted in December 2024, and it prioritises Aboriginal and Torres Strait Islander economic development including through a featured momentum building project called 'Supporting Indigenous Enterprise'.</p>	<b>On Track</b>
Support development of diverse, inclusive, and sustainable 24-hour precincts in collaboration with local stakeholders and the NSW Government	<p>The City approved a total of \$809,340 in cash and value-in-kind for projects that promote vibrant, safe and sustainable precincts through the Business sector support, Festival &amp; events sponsorship, Innovation and Ideas and Quick response grant programs. The City also provided \$200,000 in cash funding through the Haymarket Activation grant program to support the Neon Playground 2.0 Festival held from March to April. Sydney Street events were delivered in Haymarket, Potts Point, Darlinghurst, Surry Hills, Pyrmont, Glebe and Redfern and included 203 activations and 711 artist performances. The City has permanently waived outdoor dining fees for footway and on-road dining and continues to support on-road dining for 157 businesses. The City has worked with the NSW Office of the 24-Hour Commissioner on a range of initiatives designed to promote and support a diverse, vibrant and inclusive nightlife, including the Uptown District Accelerator Program, Purple Flag Accreditation Scheme and 24-hour Economy Strategy.</p>	<b>On Track</b>

## 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
<b>Collaboration and advocacy</b>		
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"> <li>• 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</li> <li>• Presenting on impacts of climate change on people sleeping rough at the Australian Disaster and Resilience and Australian Housing and Urban Research Institute (AHURI) National Homelessness Conferences</li> <li>• Monthly place making meetings with mobile voluntary services to ensure compliance with the City's guidelines</li> <li>• Monthly meetings to improve heat responses for people experiencing homelessness, along with activation of the Cooling Hub with St Vincent's Health</li> <li>• Finalisation with Homes NSW of documents to guide responses to closures of boarding houses and for extreme weather and other emergencies</li> <li>• Participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation</li> </ul>	<b>On Track</b>
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 6586 people since March 2019 and 461 people have been housed since March 2017. Highlights this financial year include:</p> <ul style="list-style-type: none"> <li>• 230 people assisted to exit homelessness and 170 people prevented from entering homelessness as a result of City funded programs</li> <li>• 457 outcomes at the Woolloomooloo Integrated Support Hub (WISH)</li> <li>• Chaired the Sydney Zero Leadership team and continued integration of the By Name List into case coordination systems</li> <li>• Continued to support 'Health Pop up hub' to improve access to healthcare for people sleeping rough</li> <li>• Worked with St Vincent's Health and Sydney University to set up and staff mobile cooling hubs on days of extreme heat with over 60 attendances each time</li> <li>• Continued attend and support the Health Coordination Meetings to improve health coordination to deliver health to areas of need.</li> </ul>	<b>On Track</b>
<b>Access to safe, secure and sustainable housing</b>		
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 346 people were counted sleeping rough across the City of Sydney local area during the City's summer street count in February 2025. This represents a 24 percent increase when compared with February 2024. There were also 380 people occupying crisis and temporary accommodation beds.</p> <p>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>	<b>On Track</b>

Collaboration and advocacy											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 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.	192	211	-	46	50	65	69	230	This represents a 9% increase compared to the same period last year.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	172	174	-	49	40	30	51	170	This represents a 2% decrease compared to the same period last year.	Indicator Only
Access to safe, secure and sustainable housing											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the LGA	No.	277	280	-	-	-	-	346	346	This represents a 24% increase from last year. Street Count is conducted annually in February.	Indicator Only
People in crisis accommodation in the LGA	No.	299	392	-	-	-	-	380	380	Temporary and crisis accommodation on the night of the street count was at 98 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 works with social housing residents and stakeholders to improve safety and wellbeing in Waterloo as part of the Waterloo Human Services Collaborative. This included resident-led pet care workshops, emergency preparedness events, mental health information sessions, and alcohol and other drug workshops as part of the Waterloo Wellbeing Safety Action Group. Over 800 residents participated in these activities. In May, the City and Homes NSW delivered a recycling workshop for Northcott social housing residents. The City hosted two Pet Day events in partnership with The Cat Protection Society of NSW, RSPCA NSW, Sydney University Veterinary Teaching Hospital and local veterinary clinics. The events provided 620 free pet health checks and attracted over 1,100 residents with 91% reporting that they feel safe in the community and 95% feel more connected to the community. A total of seven grants to a total value of \$233,350 in cash were provided for capacity building initiatives in social housing neighbourhoods.								On Track
Collaboration											
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties			During the year the City participated in five bi-monthly Neighbourhood Advisory Boards to address local issues and co-design improvements to social housing safety, liveability, and amenity of social housing and chaired the monthly Waterloo Wellbeing Safety Action Group. The City hosted monthly Social Housing Operations meetings with Homes NSW to resolve ongoing issues resulting in these being reduced by 40 per cent over the last 12 months. The City participates in the bi-monthly Homes NSW Waste Management and Rodent Control Steering Group to resolve systemic operational challenges. The City supported Clean Up Australia's six clean-up activities in the Redfern and Waterloo social housing communities, attracting 66 participants and collecting 59 large garbage bags of litter. Six editions of the Social Housing Newsletter were distributed, sharing safety updates, local news and service information. Subscribers have more than doubled since the first edition in September 2024.								On Track

Support people during urban renewal and development

Support communities to participate in social housing redevelopment projects	The City supported 3 community organisations through the Community services grant program to provide social housing residents with legal advice, advocacy, community programs and culturally safe support for Aboriginal and Torres Strait Islander residents impacted by the Waterloo South Redevelopment. This included Counterpoint Community Services, Redfern Legal Centre and Kinchela Boys Home Aboriginal Corporation. The City participates in the Waterloo Redevelopment Group to hear community issues, raise concerns and provide advice to the Waterloo South project team. In addition, the City meets on a monthly basis with Homes NSW to discuss the Waterloo South redevelopment and resident relocations.	On Track
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Advocacy

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City previously made a submission to a state led rezoning process for Explorer Street South Eveleigh. The planning controls are yet to be made by the NSW Government. 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
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Advocacy

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	2024/25 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Social housing dwellings in the LGA	No	9,691	9,538	-	-	-	-	9,540	9,540	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

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 rental housing supply	The City of Sydney continues to provide advice and other support to councils who are working to improve the supply of affordable rental housing. This has included representations to the Legislative Assembly Committee on Essential Worker Housing, support for the Draft Western Sydney Regional Affordable Rental Housing Contribution Scheme and advice on discounted land sales for affordable rental housing.	On Track
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Planning controls to encourage affordable rental housing

Facilitate affordable rental housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches	In December 2024, Council approved a draft amendment to the City's affordable housing provisions in its LEPs and the affordable housing program. The proposed amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The City is waiting Gateway Determination from the NSW Government to put the proposed changes on public exhibition.	On Track
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Planning controls to encourage affordable rental housing											
Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units and diverse housing in the LGA	No.	1,464	1,447	-	-	-	-	1,390	1,390	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	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	<p>As at 30 June 2025 there were:</p> <ul style="list-style-type: none"> <li>10,717 private residential dwellings approved or under construction in the city</li> <li>3,323 non-private residential dwellings approved or under construction in the city</li> <li>3,644 private residential dwellings lodged but not yet approved in the city</li> <li>256 non-private residential dwellings lodged but not yet approved in the city</li> </ul> <p>For the June quarter (Q4) there were:</p> <ul style="list-style-type: none"> <li>272 private dwellings completed</li> <li>69 non-private dwellings completed</li> </ul> <p>For the 2024/25 financial year there were:</p> <ul style="list-style-type: none"> <li>1,736 private dwellings completed</li> <li>903 non-private dwellings completed</li> </ul>	On Track
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#### Facilitate supply of diverse range of housing

Key Performance Indicator	Unit	2022/23 Result	2023/24 Result	2024/25 Target	Q1	2024/25 Result			Q4	YTD	Comment	Status
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	1,371.86	1,349.59	-	1,400	0	0	0	0	1,400	This year, 4 grants were approved by Council through Community services to support 4 specialist Homelessness services in the Inner City area. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community and Neami.	Indicator Only
New dwellings approved in the LGA	No.	880	893	-	254	934	1,190	1,007	3,385			Indicator Only
Private dwellings which are social housing in the LGA. Target of 7.5% by 2050 from June 2021 baseline of 8.0%.	%	7.90	7.69	-	-	-	-	-	7.59	7.59	Data for 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
Private dwellings which are affordable rental housing units and / or diverse housing in the LGA. Target of 7.5% by 2050 from June 2021 baseline of 1.1%	%	1.19	1.17	-	-	-	-	-	1.06	1.06	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only

Key Performance Indicator	Unit	2022/23	2023/24	2024/25	2024/25 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Private dwellings in the LGA. Target of 156,000 by 2036	No.	122,723	124,010	-	-	-	-	125,720	125,720	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	Indicator Only
Non private dwellings (boarding houses, student accommodation, residential aged care services) in the LGA. Target of 17,500 by 2036	No.	15,861	16,366	-	-	-	-	17,146	17,146	Data for the financial year 2024/25 was not available at the time of the 18 August 2025 Committee meeting. This data is now available and has been updated.	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
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 included 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 has been 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

## 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 or 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.

**DCP** – 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.

**Local area** – Refers to the City of Sydney local government area (LGA). May also be referred to as the 'City of Sydney local area', 'our local area' or 'the local area'.

**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. First adopted by the City in 2020 and refreshed in 2025, 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.

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## Appendix 1: Status definitions for progress reports

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

### Programs and projects:

	On track	Watch	Attention required
<b>Program</b>	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.
<b>Project</b>	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
<b>Within tolerance</b>	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.
<b>On target</b>	The measure result is on target or better than the target.	N/A - these measures do not use the “watch” status.	Any unfavourable variance from target.

### **Other status types:**

**Not yet due to report** - Where a program, project or measure is not due to report in a particular report period, the status column will read “Not yet due to report”.





# **Attachment C**

**Annual Report 2024/25 – Statutory Returns**

# Statutory Returns




Annual Report  
2024/25

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

**CITY OF SYDNEY** 





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

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



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# Legislative requirements

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## 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 annual reporting obligations.

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## Progress report

**NSW Local Government Act 1993 No.30 s428 (1)**

**Essential Elements 5.1 and 5.2**

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 2024/25 – the delivery program 2022-2026 annual progress report – is attached to this report and at [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au)

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## State of our city

**NSW Local Government Act 1993 No.30 s428 (2)**

The state of our city report (formerly known as the end-of-term report) is not required in this reporting period. The state of our city report is required to be published in the year of a local government election. The next election is scheduled for September 2028.

The City's state of our city report for the period 2021/22–2023/24 is at [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au)

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## Report preparation

**NSW Local Government Act 1993 No.30 s428 (3) and (5)**

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 and is posted at [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au).

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## Financial statements

**NSW Local Government Act 1993 No.30 s428 (4) (a)**

The City of Sydney's audited financial reports for the 2024/25 financial year are attached to this report and at [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au)

As well as the general purpose financial statements, the financial statements include special purpose financial statements and special schedules.

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## 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.



Image 1. "Bara" by First Nations artist Judy Watson. This public artwork is part of the Eora Journey and is installed at Tarpeian Way, Royal Botanic Gardens, Circular Quay. Photo by Chris Southwood/City of Sydney

## Modern slavery

### NSW Local Government Act 1993 No.30 s428 (4) (c) 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 refreshed modern slavery policy and also has in place a 3-year implementation plan and risk management plan. Together these provide a roadmap of the City's future approach and commits to further development 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 below. Where reporting is optional it has been noted.

### Part A.2 Procurement spend details

#### A.2.1 and A.2.2 Spending by category – Identified procurement spend and total procurement spend

Guidance on reasonable steps (GRS) Due diligence level	Value of all procurements (ex GST)
Heightened	\$31,981,492
Standard	\$240,074,638
Light	\$224,738,245
Minimal	\$0
<b>Total</b>	<b>\$496,794,375</b>



**A.2.2 Spending by category – Categories procured**

<b>Guidance on reasonable steps (GRS)</b>	<b>Categories</b>
<b>Due diligence level</b>	
Heightened	Cleaning, other vehicle types, security services, computer accessories, cleaning supplies, heavy vehicle types, printer, presentation and multi-media, food catering and consumables, general fleet vehicles, copiers and printers, generators, uniform and workwear, vehicle leasing, end user devices, network hardware purchases and inventory.
Standard	Office worker contingent labour, damage repair and flooding, roadworks, artists and artworks, call centre, helpdesk service, government road maintenance, couriers, electrical services.
Light	Council waste services, building and grounds, real estate management services, landscaping and arborists, software as a service – SAAS, licensing and maintenance, other civil construction – general, event management – non educational, architecture, liability insurances, landscape architecture, vehicle parking services, general plant and equipment repair, furniture, government departments – excluding medical, waste services, industrial equipment and construction equipment hire, civil engineering, business processes, other consulting services, legal support services, vehicle repairs and maintenance, water and sewer utilities, postage, on premise-software support and maintenance, traffic control services, signage, mobile, payments and subsidies, network hardware managed services, fixed data, sports and recreation, audit, quality assurance, probity and risk, ICT contingent labour, training expenses, fuels and lubes, lease and rental of property or building, vehicle insurance, property acquisition and valuation, commercial print, land surveying, spatial, educational equipment, education consultants, lighting, advertising related services, advertising, general office supplies, mechanical engineering, fixed voice, transaction services, insurance claims excess, asphalt services and suppliers, talent search, data provision services, employee professional memberships, other IT and telecommunications expenses, counselling/rehabilitation/physio, internet, archaeology and heritage, insurance brokerage fees, market research services, operational telco and radio, clinical and medical waste, environmental compliance, audit and due diligence, media production, environmental services, utilities engineering, live animals, private cloud services, concrete, non-vendor / staff reimbursement, temporary allocation – laundry, medical testing, design management, ICT risk management, compliance and security, air travel, educational external programs, interpreters and transcript services, children's educational and support programs, office equipment general and accessories, taxis, ICT project management, freight carriers, conferences, seminars, events and special meetings, fire service and maintenance, towing and miscellaneous vehicle components, pest control, environmental

Guidance on reasonable steps (GRS)	Categories
<b>Due diligence level</b>	
	advisory, sustainability and resilience, specialist consultant, community grants, lobbying and public relations, business related services and maintenance.
Minimal	Not applicable

## Part B Annual modern slavery reporting

### B.1 Significant operational issues

Question	Response
Indicate any 'significant operational issue' that has been identified as such to your entity, during the reporting period, by the NSW Anti-slavery Commissioner, and explain the steps taken to address this issue. If the Anti-slavery Commissioner has not raised a significant issue with your entity during the reporting period, write 'None'.	None

### B.2 Reasonable steps taken

#### 1 Commit

##### 1.1 Stakeholder engagement

Question	Response
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	The City engaged with several internal and external stakeholders during this reporting period. Internal:

## Annual Report – Statutory Returns

Question	Response
	<ul style="list-style-type: none"> <li>– fortnightly meetings of the modern slavery working group with senior representatives from legal, procurement, and governance / compliance were replaced in late March 2025 with periodic updates and support provided by Legal and Governance Division on an as needed basis</li> <li>– an awareness campaign was launched through an internal news article and poster campaign</li> <li>– a presentation and paper briefed the executive on the recommended market position, 3-year implementation plan and risk management plan</li> <li>– continued roll out of modern slavery awareness training to managers, staff involved in procuring/ contract management activities and new starters</li> <li>– senior leaders in construction team were engaged to discuss modern slavery risks in their supply chain.</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>– the City reports to the Audit Risk and Compliance Committee (ARCC)</li> <li>– engaged with the Anti-slavery commissioner’s team for advice and referral of reports of alleged modern slavery not related to our supply chain or operations</li> <li>– engaged with relevant supply chain partners in relation to reports of alleged modern slavery</li> <li>– engaged with other councils, universities and state government entities to understand their approach to modern slavery risk management and to collaborate / knowledge share</li> <li>– engaged Local Government Procurement (LGP), Southern Sydney Regional Organisation of Councils (SSROC) to understand their developing approach to the Guidance on Reasonable Steps (GRS).</li> </ul>
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes

1.2 Identify salient risks at the organisational level

Question	Response
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>The City's approach is evolving in relation to developing a salient modern slavery risk assessment.</p> <p>We carried out a risk assessment activity to identify and manage the highest modern slavery risks in our supply chain through the modern slavery risk management plan.</p> <p>We continue to identify inherent modern slavery risks in our procurement activity using the GRS Modern Slavery Inherent Risk Identification Tool prior to undertaking a procurement process with a total contract value over \$50,000 including GST.</p>
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No

1.3 Modern slavery policy

Question	Response
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	<p>During the reporting period the modern slavery policy was updated following the review of the GRS Resource: Developing a modern slavery policy and incorporating feedback from the Anti-slavery Commissioner. The policy was endorsed by Council and published on the City's external website in May 2025.</p> <p>Links to the policy have been included in awareness training.</p>
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes
Does your modern slavery policy include high-level targets? <sup>1</sup>	No

<sup>1</sup> Optional reporting

1.4 Modern slavery risk management plan

Question	Response
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	The City carried out a risk assessment process with governance / compliance and relevant procurement team members of our highest modern slavery risk categories and developed a risk management plan that was endorsed by the executive in June 2025.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	Yes
Does your plan assign accountability for performance against high-level targets to specific roles? <sup>2</sup>	No

2. Plan2.1 Identify and map your supply-chain risks for each procurement

Question	Response
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 carried out the following steps towards identifying and mapping modern slavery risks:</p> <ul style="list-style-type: none"> <li>– continued use of the 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 \$50,000 including GST</li> <li>– approved funding for modern slavery consultancy services which will include supply chain mapping</li> <li>– carried out a risk assessment to identify and manage the highest modern slavery risks in our supply chain through the modern slavery risk management plan.</li> </ul>

<sup>2</sup> Optional reporting

2.2 Develop a risk-reducing sourcing strategy

Question	Response
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	<p>The City has carried out the following foundational steps towards developing a modern slavery risk-reducing sourcing strategy:</p> <ul style="list-style-type: none"> <li>– recommended market position endorsed by the executive</li> <li>– carried out a risk assessment to identify and manage the highest modern slavery risks in our supply chain through the modern slavery risk management plan</li> <li>– continued use of returnable schedules in procurement documentation that require bidders to answer questions and supply information about modern slavery</li> <li>– continued use of the 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 \$50,000 including GST. In addition, procurement documents such as a sourcing strategy, request for quote, and evaluation panel approvals have prompts to consider aspects of risks of modern slavery related to the procurement.</li> </ul>
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? <sup>3</sup>	This data is not available

3. Source3.1 Select appropriate suppliers

Question	Response
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	The City continues using returnable schedules in procurement documentation for processes over \$50,000 including GST, that require bidders to answer questions and supply information about modern slavery to address modern slavery risks when selecting suppliers.

<sup>3</sup> Optional reporting

Question	Response
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period? <sup>4</sup>	This data is not available
<u>3.2 Adopt a shared responsibility approach to contracting</u>	
Question	Response
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's contract templates include a modern slavery clause which reflects the key principles of the GRS Model Contract Clauses, is relevant to the modern slavery risk rating (a standard clause and a heightened clause for high-risk procurements), and adopts a shared responsibility approach to modern slavery risks by:</p> <ul style="list-style-type: none"> <li>– 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</li> <li>– 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 slavery laws</li> <li>– 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.</li> </ul> <p>Where the City uses non-standard contract templates, for example, when engaging suppliers that will only engage using their standard contract templates, the City uses its leverage and works constructively wherever possible to insert our modern slavery contract clauses when applicable.</p>

<sup>4</sup> Optional reporting



Question	Response
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period? <sup>5</sup>	This data is not available
<b>4. Manage</b>	
<b>4.1 Monitor and evaluate supplier performance</b>	
Question	Response
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.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period? <sup>5</sup>	This data is not available
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions? <sup>5</sup>	This data is not available

<sup>5</sup> Optional reporting

Question	Response
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers? <sup>6</sup>	This data is not available
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement? <sup>6</sup>	This data is not available
<u>4.2 Develop supplier capabilities</u>	
Question	Response
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	The City has continued to use contract templates that reflect the intent of the GRS Model Contract Clauses or where applicable used leverage to work constructively to include our modern slavery contract clauses in non-standard contract templates wherever possible. The City will continue to work towards the development of supplier capabilities relating to modern slavery risks.
What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period? <sup>7</sup>	This data is not available

<sup>6</sup> Optional reporting<sup>7</sup> Optional reporting

## 5. Remedy

### 5.1 Provide or enable access to effective grievance mechanisms

Question	Response
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	<p>The City has undertaken the following steps to provide or enable access to effective modern slavery grievance mechanisms:</p> <ul style="list-style-type: none"> <li>– adopted an updated modern slavery policy</li> <li>– continued to use and promote the modern slavery reporting (grievance) procedure which has been included in awareness training, poster awareness campaign, and on the CityNet intranet page and the City's external website. <a href="https://www.cityofsydney.nsw.gov.au/report-issue/report-suspicions-modern-slavery">https://www.cityofsydney.nsw.gov.au/report-issue/report-suspicions-modern-slavery</a>.</li> </ul>
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? <sup>8</sup>	0

### 5.2 Take safe immediate steps to remediate deficient practices

Question	Response
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	A complaint received during the previous reporting period was investigated with the support of external consultants and as an outcome of that process the City is working with its direct supplier to manage modern slavery risks through its rights under the contract.

<sup>8</sup> Optional reporting

5.3 Use leverage to remediate deficient practices

Question	Response
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	Due to the nature of the complaint and relationship with the organisation (second tier supplier), leverage will be used with our direct supplier to manage modern slavery risks.
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period? <sup>9</sup>	0

5.4 Withdraw responsibly

Question	Response
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	All investigations have closed, with no plan to withdraw responsibly from the contract linked to the prior year's complaint. The City is working with its direct supplier to manage modern slavery risks through its rights under the contract.
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period? <sup>9</sup>	0

<sup>9</sup> Optional reporting

## 6. Report

### 6.1 Establish a victim centred reporting protocol

Question	Response
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	<p>The City has carried out the following steps to establish a victim-centred modern slavery reporting protocol:</p> <ul style="list-style-type: none"> <li>– the modern slavery reporting procedure continues to be used and features on the City’s external and internal staff website</li> <li>– the reporting procedure was featured in a poster awareness campaign, and a link has been included in awareness training.</li> </ul>
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	Yes

### 6.2 Report on your modern slavery risk management efforts

Question	Response
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	<p>The City carried out the following steps to report on modern slavery risk management efforts:</p> <ul style="list-style-type: none"> <li>– submission of our 2023/24 GRS annual report within our annual report and to the Office of the Anti-slavery Commissioner</li> <li>– regular reporting (4 times per annum) to our Audit Risk and Compliance Committee (ARCC)</li> <li>– modern slavery is included in the quarterly strategic report for the Finance and Procurement division which is sent to executive</li> <li>– modern slavery entry was entered into the City’s Compliance Obligation Register and will be reported on twice a year.</li> </ul>
Did your entity report on modern slavery in its prior Annual Report?	Yes

Question	Response
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

## 7. Report

### 7.1 Learn lessons from your performance and others

Question	Response
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	<p>The City took the following steps to learn from our performance and others':</p> <ul style="list-style-type: none"> <li>– sought advice from and consulted with the Office of the Anti-slavery Commissioner</li> <li>– engaged with other councils, universities and state government entities to understand their approach to modern slavery risk management and to collaborate/ knowledge share</li> <li>– engaged LGP, SSROC to understand their developing approach to the GRS</li> <li>– implemented the updated modern slavery policy with input from internal stakeholders and its internal modern slavery working group.</li> </ul> <p>There has been no input from grievance mechanism lessons in this reporting period.</p> <p>The City's modern slavery program of work will focus on continuous improvement and will evolve based on inputs including:</p> <ul style="list-style-type: none"> <li>– stakeholder feedback and lessons learned</li> <li>– attending external training sessions</li> <li>– reviewing state government materials on modern slavery</li> <li>– reviewing other council's policies.</li> </ul>

Question	Response
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	Yes
<u>7.2 Train your workforce</u>	
Question	Response
What steps did your entity take to train your workforce during this reporting period?	<p>The City has undertaken the following steps to train its workforce:</p> <ul style="list-style-type: none"> <li>– delivered modern slavery awareness information sessions to staff that undertake procurement activity or manage contracts</li> <li>– rolled out awareness training to 513 staff this reporting period including: <ul style="list-style-type: none"> <li>– remaining senior managers that did not complete the training in FY24 (34%). All senior managers have now completed awareness training</li> <li>– staff identified to be undertaking procurement and contracting activities.</li> </ul> </li> </ul>
What percentage of your workforce received modern slavery training in the period?	19.2%



### 7.3 Cooperate with the Anti-slavery Commissioner

Question	Response
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	<p>The City has taken the following steps to cooperate with the Anti-slavery Commissioner this reporting period:</p> <ul style="list-style-type: none"> <li>– the City has not received any requests from the Anti-slavery Commissioner</li> <li>– reviewed and considered the GRS and additional resources as they were released to work towards compliance with obligations</li> <li>– undertook GRS training and online briefings held by the Office of the Anti-slavery Commissioner</li> <li>– sought advice directly from the Office of the Anti-slavery Commissioner’s Office</li> <li>– referred one report of modern slavery received by the City to the Commissioner that did not involve the City’s supply chain or operations.</li> </ul>

## Report publication

### NSW Local Government Act 1993 No.30 s428 (5)

The annual report is at  
cityofsydney.nsw.gov.au

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 Guideline 7.1

In 2024/25 the City adopted the general rate increase set by the Independent Pricing and Regulatory Tribunal.

The City has no activities funded by special rate variation income.

## Attestation specifying compliance

### NSW Local Government Act 1993 No.30 s 428(4)(b) and NSW Local Government (General) Regulation 2021 s 216T

The City's internal audit and risk management attestation statement for the 2024/25 financial year is below.

I am of the opinion that the City of Sydney has an Audit Risk and Compliance Committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

### Audit Risk and Compliance Committee

Number	Requirement	Compliance
1	The City has appointed an Audit Risk and Compliance Committee that comprises an independent chairperson and at least 2 independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i> )	Compliant
2	The chairperson and all members of the City's Audit Risk and Compliance Committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, and 216G of the <i>Local Government (General) Regulation 2021</i> )	Compliant
3	The City of Sydney has adopted terms of reference for its Audit Risk and Compliance Committee that are informed by the model terms of reference approved by the Deputy Secretary of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i> )	Compliant
4	The City provides the Audit Risk and Compliance Committee with direct and unrestricted access to the Chief Executive Officer and other senior management and the information and resources	Compliant

Number	Requirement	Compliance
	necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i> )	
5	The City's Audit Risk and Compliance Committee exercises its functions in accordance with a 4-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Compliant
6	The City's Audit Risk and Compliance Committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Annual assessment: compliant  Strategic assessment: not yet due
7	The governing body of the City of Sydney reviews the effectiveness of the Audit Risk and Compliance Committee at least once each council term (core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Not yet due

### Membership

The chairperson and membership of the Audit Risk and Compliance Committee during the relevant period was:

Chairperson	Carolyn Walsh	1 October 2014	30 June 2025
Independent member	Elizabeth Crouch AM	1 July 2013	30 June 2025
Independent member	Stephen Horne <sup>10</sup>	1 January 2024	31 December 2028
Independent member	Robert Lagaida	1 December 2024	30 November 2028
Independent member	Rosemary Milkins	1 December 2024	30 November 2028
City of Sydney (non-voting)	Cr Robert Kok	September 2016	September 2028

### Risk Management

Number	Requirement	Compliance
8	The City has adopted a risk management framework that is consistent with current Australian risk management standard and	Compliant

<sup>10</sup> Stephen Horne will be the chairperson from 1 July 2025

Number	Requirement	Compliance
	that is appropriate for the council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i> )	
9	The City's Audit Risk and Compliance Committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i> )	Not yet due

### Internal Audit

Number	Requirement	Compliance
10	The City has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i> )	Compliant
11	The City's internal audit function reports to the Audit Risk and Compliance Committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i> )	Compliant
12	The City's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the <i>Local Government (General) Regulation 2021</i> )	Compliant
13	The City has adopted an internal audit charter that is informed by the model internal audit charter approved by the Deputy Secretary of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i> )	Compliant
14	The City has appointed a member of staff to direct and coordinate internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i> )	Compliant
15	Internal audit activities are conducted in accordance with the International Professional Practices Framework (core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	Compliant
16	The City provides the internal audit function with direct and unrestricted access to staff, the Audit Risk and Compliance Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i> )	Compliant
17	The City's internal audit function undertakes internal audit activities in accordance with a 4-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (core requirement 3 of the Office of Local	Compliant

Number	Requirement	Compliance
	Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW)	
18	The City's Audit Risk and Compliance Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i> ).	Not yet due

#### Non-compliance with the *Local Government (General) Regulation 2021*

I advise that The Council of the City of Sydney has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its Audit Risk and Compliance:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Nil			

These processes, including the alternative measures implemented, demonstrate that the Council of the City of Sydney has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within the Council of the City of Sydney.



**Monica Barone PSM**

Chief Executive Officer

3 October 2025

## Rates and charges written off

### NSW Local Government (General) Regulation 2021 s 132

The below rates and charges were written off during the 2024/25 year under the *Local Government Act 1993*.

Section in the Act	Description	Amount
s564	Accrued interest written off under a payment agreement	\$186
s572	Amounts written off due to changes in rateability	\$307,285
s575	Mandatory pensioner rates and charge reduction <sup>11</sup>	\$701,783
s583	Voluntary pensioner rates and charges reduction	\$3,491,061
s595	Postponed rates written off	\$0
s607	Rates and charges written off	\$1,716
s607	Small balances written off	\$4,110
<b>Total</b>		<b>\$4,506,141</b>

## Councillor professional development

### NSW Local Government (General) Regulation 2021 s 186

Councillors who took part in ongoing professional development programs included:

- The Right Honourable Lord Mayor, Councillor Clover Moore AO
- Deputy Lord Mayor Zann Maxwell
- Councillor Olly Arkins
- Councillor HY William Chan
- Councillor Emelda Davis
- Councillor Sylvie Ellsmore
- Councillor Lyndon Gannon
- Councillor Shauna Jarrett
- Councillor Robert Kok
- Councillor Jess Miller
- Councillor Linda Scott
- Councillor Matthew Thompson
- Councillor Yvonne Weldon
- Councillor Adam Worling.

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 2024/25.

<sup>11</sup> An amount of \$364,088.30, representing 55% of the mandatory pensioner reduction, is subsidised by the NSW Government

## City of Sydney advisory panels

### Resolution of City of Sydney Council CM2025/000035 17 February 2025

The key activities of advisory panel during the year include:

#### Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel held 6 meetings in 2024/25.

Key highlights over the 12 months include:

- playing a key role in the development and endorsement of the Stretch reconciliation action plan
- advocating for and supporting the Cope Street Aged Care project
- continued advocacy to help secure 107 Redfern Street to become an Aboriginal-led community creative and cultural hub space
- providing guidance to help redefine Redfern Terrace as a place for storytelling and to reimagine the building.

#### Business and Economic Development Advisory Panel

The Business and Economic Development Advisory Panel held 3 meetings in 2024/25.

Key highlights over the 12 months include:

- development of the City's economic development strategy 2025–2035, adopted by Council in December 2024
- development and testing of the strategy's momentum building projects
- active participation in the public engagement and promotion of the strategy through the consultation phase
- quarterly macroeconomic outlook with visitation and spend data insights from across the City's local areas.

#### Floodplain Risk Management Advisory Panel

The Floodplain Risk Management Advisory Panel held 2 meetings in 2024/25.

Matters covered at meetings included:

- NSW Flood Risk Management process by NSW Department of Climate Change, Energy and the Environment
- the City's floodplain management program
- Darling Harbour and City Area flood study update – status of ongoing flood study
- Woolloomooloo Resilience Adaptation Study – Impacts of Climate Change on Flooding – A summary briefing of stage 1 of the study.

#### Housing For All Advisory Panel / Working Group

The Housing For All Working Group held 3 meetings in 2024/25.

Key highlights over the 12 months included:

- discussion on examining the intersectionality of housing needs for LGBTIQ+ communities from the Shelter NSW report
- long term strategic planning for the next term of the panel
- discussion of support for new affordable and diverse housing (including new funding through the Housing Australia Future Fund, discounted land and property sales and other state government programs).



### **Inclusion (Disability) Advisory Panel**

The Inclusion (Disability) Advisory Panel held 3 meetings in 2024/25.

Key highlights over the 12 months included:

- 12 new members being selected and approved by Council following an expression of interest process in May 2025, representing peak disability government and non-government organisations
- playing a key role in providing external strategic and expert advice to the City on the development, implementation and review of its policies, strategies and plans including the inclusion (disability) action plan
- reviewing numerous procedural guidelines to enhance accessibility including disability inclusive community engagement guidelines, inclusive language and communication guidelines, recycling station upgrades, quiet spaces and accessible viewing areas for events
- facilitating co-design workshops between August and November 2024 for the development of the inclusion (disability) action plan 2025–2029.

### **Multicultural Advisory Panel**

The Multicultural Advisory Panel held 2 meetings in 2024/25.

Key highlights over the 12 months included:

- providing feedback on the City's social cohesion and anti-racism programs, as well as the draft Easy Read translation of the child safety policy in August 2024
- a briefing on the achievements of the Multicultural Advisory Panel and Inclusion (Disability) Advisory Panel in November 2024.

### **Cultural and Creative Sector Advisory Panel**

The Cultural and Creative Sector Advisory Panel held 1 meeting in 2024/25.

- the final meeting of the panel was held in February 2025 to acknowledge Council's adoption of the cultural strategy 202502035. This was accompanied by presentations from City staff on special entertainment precincts, the creative lands trust feasibility study and a preview of strategy-aligned future programs in support of the cultural and creative sector.



Image 2. Fitness training at Observatory Hill, Sydney. Photo by Katherine Griffiths / City of Sydney



## Overseas visits

### NSW Local Government (General) Regulation 2021 s 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 2025 are below.

Purpose of travel	Destination	Officer	Date	Costs met by the City
Carbon Neutral Cities Alliance – annual meeting	Stockholm, Sweden	Anna Mitchell, Executive Manager Sustainability and Resilience	September 2024	Nil – all costs paid by organisers
Carbon Neutral Cities Alliance – annual meeting	Stockholm, Sweden	Nik Midlam, Manager Carbon Strategy	September 2024	Nil – all costs paid by organisers
Keynote speaker at the Royal Institute of Architects of Ireland conference	Dublin, Ireland	Bridget Smyth, City Architect/ Executive Manager City Design and Public Art	October 2024	Nil – all costs paid by organisers
Presenter at the Australian Society of Archivists conference	Christchurch, New Zealand	Janet Villata, City Archivist, Data and Information Management Services	October 2024	Airfares, accommodation, conference registration and incidentals
World Cities Cultural Forum Summit	Dubai, United Arab Emirates	Bridget Smyth, City Architect/ Executive Manager City Design and Public Art	October / November 2024	Airfares
World Cities Cultural Forum Summit	Dubai, United Arab Emirates	Sasha Baroni, Executive Manager, Creative City	October / November 2024	Airfares
World Cities Cultural Forum Summit	Dubai, United Arab Emirates	Lisa Colley, Manager Cultural Strategy, Strategy and Urban Analytics	October / November 2024	Airfares

<b>Purpose of travel</b>	<b>Destination</b>	<b>Officer</b>	<b>Date</b>	<b>Costs met by the City</b>
North American Cities and Transit Agencies (NACTO) Designing Cities Conference	Washington DC, USA	Lin Yang, Senior Public Domain Coordinator, City Infrastructure and Traffic Operations	May 2025	Incidentals
Carbon Neutral Cities Alliance Conference	Glasgow, Scotland	Ishita Singh, Sustainability Engagement Manager, Sustainability Programs	June 2025	Incidentals
Carbon Neutral Cities Alliance Conference	Glasgow, Scotland	Nik Midlam, Manager Carbon Strategy, Sustainability and Resilience	June 2025	Incidentals
Singapore International Water Week – C40 Urban Flooding Network program	Singapore, Republic of Singapore	Stuart McTaggart, Principal Engineer – Environment and Water, City Infrastructure and Traffic Operations	June 2025	Incidentals



Image 3. City of Sydney skyline. Photo by Katherine Griffiths / City of Sydney

## Councillors' expenses

### **NSW Local Government (General) Regulation 2021 s 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 29 May 2024. The total amount paid to all councillors for 2024/25 was \$676,178.

In 2024/25, the cost of expenses and facilities provided to councillors was \$4,648,916. 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 \$4,570,881.

Details of particular categories of expenditure are as follows:

- (i) The cost of the provision of dedicated office equipment allocated to councillors on a personal basis was \$1,696.
- (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 \$17,725<sup>12</sup>.
- (iii) The cost of the attendance of councillors at conferences and seminars was \$12,216.
- (iv) Expenditure on the training of councillors and the provision of skills development for councillors was \$39,400.
- (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 \$9,902.
- (vi) The cost of overseas visits carried out by councillors while representing the City, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses was \$0.
- (vii) The expenses of any spouse, partner or other person who accompanied a councillor in the performance of their civic functions totalled \$1,018. 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.

<sup>12</sup> This amount includes charges for communication devices and call costs which are provided for under the Councillors' Expenses and Facilities Policy

## Major contracts

### NSW Local Government (General) Regulation 2021 s 217 (1) (a2)

Below are all the contracts awarded by the City during the year 2024/25, 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.

Company name	Contract description	Value of contract including GST
Aboriginal Carbon Fund Ltd	Australian carbon credit units 2024/25	\$237,600
Aboriginal Carbon Fund Ltd	Australian carbon credit units 2024	\$248,400
Action Sound Pty Ltd	Technical services for major events and festivals	\$219,000
Altus Traffic Pty Ltd	Sydney New Year's Eve 2024 – traffic management and hostile vehicle mitigation services	\$150,494
Ausbarge Pty Ltd	Sydney New Year's Eve 2024 – barges	\$389,522
Belmadar Pty Ltd	Sydney Park, St Peters – brick kilns precinct upgrade – construction	\$30,057,616
Bibliotheca Australia Pty Ltd	Library RFID solution 2024–2027	\$710,356
Bing Technologies Pty Ltd	On demand print and postal lodgement	\$1,821,650
Bingo Waste Services Pty Ltd	Civil, construction and demolition waste and recycling services	\$1,001,000
Bodycare Health & Wellbeing Pty Ltd	Health and wellbeing programs 2024–2027	\$198,000
Boomerang Batteries Pty Ltd	Chairs in the Square	\$1,394,161
Brightly Software Australia Pty Ltd	Confirm Connect – asset management system (CAMS)	\$1,150,490
Cater Care Australia Operations Pty Ltd	Eveleigh early learning and preschool – food services	\$447,782
Citywide Service Solutions Pty Ltd	Mobile planters display program	\$19,626,166

<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
Civille Pty Ltd	Alexandria Park renewal – head design consultant	\$631,203
CNFiTech Pty Ltd	Central monitoring and control system for parks	\$1,003,513
Community Resources Ltd t/a Soft Landing	SSROC – mattress collection and processing service	\$6,985,031
Copyright Agency Ltd	Copyright licence agreement	\$218,210
Corporate Technology Services Pty Ltd	Sydney Town Hall – projectors	\$682,501
Dell Australia Pty Ltd	Dell hardware	\$5,570,928
Emily Kate McDaniel	Eora Journey – Yananurala – curatorial services	\$1,015,493
Enigma Indigenous Peoples Pty Ltd	Managed print services	\$2,073,885
Factory One Pty Ltd	Street banner installation and dismantling services	\$1,980,000
Factory Sound Sales Pty Ltd	Centennial Hall – audio console replacement	\$854,735
Garwood International Pty Ltd	Small to medium waste collection compactors	\$973,338
Geografia Pty Ltd	Spendmapp – subscription agreement	\$188,714
Green Options Pty Ltd	Fanny Place Playground, Surry Hills – asbestos remediation works	\$192,065
Harnleigh Pty Ltd	Public lighting and electrical maintenance	\$19,005,315
Hirotec Maintenance Pty Ltd	Andrew (Boy) Charlton Pool – seawater source heat pumps	\$1,464,054
HSR Southern Cross Pty Ltd	Link bin (hook lift) trucks	\$634,413
Illuminart Productions Pty Ltd	Sydney Town Hall – external façade projection service	\$732,942
Immex Green Square Medical Treatment Pty Ltd	Pre-employment medicals	\$195,152
Infor Global Solutions (ANZ) Pty Ltd	ePlanning Phase 3 – replacement of Planning Xchange and extension of Pathway	\$7,252,259

## Annual Report – Statutory Returns

<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
Infrastructure Management Group Pty Ltd	Roads, footpath and traffic facilities conditions assessment – consultant	\$1,124,429
Innovatus Projects Pty Ltd	Customs House Sydney – head contractor interior upgrade	\$713,719
International Conservation Services Pty Ltd	Bring Back Joy	\$175,582
Italian Automobiles Group Pty Ltd	Electric passenger fleet vehicles	\$1,081,167
IVE Group Australia Pty Ltd	Generation and distribution of notification letters	\$696,990
James Mather Delaney Design Pty Ltd	Ward Park and playground – head design consultant	\$329,990
JBS&G Australia Pty Ltd	Mandible Street, Alexandria – sports precinct – consultancy environmental services	\$191,323
JBS&G Australia Pty Ltd	Contaminated land site auditor services	\$2,703,819
Kane Constructions Pty Ltd	Huntley Street Recreation Centre, Alexandria – construction	\$27,470,154
Konica Minolta Business Solutions Australia Pty Ltd	Digital production colour copier	\$478,724
Kronos Australia Pty Ltd	Kronos – technical upgrade	\$2,092,603
Kumar Motors Bankstown Pty Ltd	Electric tipper trucks – supply and delivery	\$1,239,481
Lane Bros. Printers Pty Ltd	Rates / instalment and reminder notices – generation and distribution	\$661,300
Last Minute Productions Pty Ltd	Redfern Community Centre music studio – operation and programming	\$1,368,467
Liftronic Pty Ltd	Kings Cross library, Andrew (Boy) Charlton pool and Railway Square – lift / escalator upgrade	\$3,234,176
Look Corporate Pty Ltd	Truck livery printing and installation	\$239,855
Luhrmann Environment Management Pty Ltd	Weed eradication services	\$419,156



<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
Mack Civil Pty Ltd	Cooper Street and Adelaide Street reserves – refurbishment	\$1,034,643
Manheim Pty Ltd	Abandoned and impound vehicle collection, storage and disposal services	\$231,000
MDM Entertainment Pty Ltd	English library materials	\$4,981,183
Museums of History NSW	Archives storage and associated services	\$3,363,100
Optimal Stormwater Pty Ltd	Rainwater tank reuse services	\$545,747
Origin Energy LPG Ltd	Supply of natural gas large market accounts	\$2,509,632
Origin Energy LPG Ltd	Natural gas retail supply for small market sites	\$638,522
Outcomex Pty Ltd	Cisco – access switches refresh	\$158,108
Outcomex Pty Ltd	Network refresh (data centres)	\$399,163
Panel – various: – Arbor Carbon Pty Ltd – Arborsphere Australia Pty Ltd – Arterra Design Pty Ltd – Holkan Pty Ltd – Integrated Vegetation Management Pty Ltd – Koala Arbor Pty Ltd as the trustee for the Koala Arbor Consulting Arborists Trust – Sur Mer Pty Ltd as the trustee for the Sound Wood Trust – Temporal Tree Management Pty Ltd	Arboriculture and urban forestry consultants	\$4,340,061
Panel – various: – Masson Manufacturing Pty Ltd – Schreder Australia Pty Ltd – Signify Australia Ltd – Traffic Technologies Ltd	LED luminaires supply	\$5,839,984



<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
Panel – various:	Minor landscape works	\$59,846,960
– AYZ Landscapes and Civil Construction Pty Ltd		
– Quality Management and Constructions Pty Ltd		
– Regal Innovations Pty Ltd		
– The Gardenmakers Pty Ltd		
Panel – various:	Photography and videography services	\$1,291,898
– Anna Kucera		
– Annabel Osborne		
– Blackfisch Films Pty Ltd		
– Caleb Joshua Graham		
– Cassandra B Hannagan		
– Damian Patrick Shaw		
– Daniel Tran		
– Dion Georgopoulos		
– Edward William Rezar Hurst		
– Graham Jepson Photography Pty Ltd		
– Helene Chandiok		
– Hired Gun Australasian Photo Services Pty Ltd		
– James Horan Photography Pty Ltd		
– Jennifer Ellen Leahy		
– Katherine Griffiths		
– Liquid Fur Pty Ltd		
– Louise Anne Hawson		
– Lucky You Found Me Pty Ltd		
– Mark Metcalfe		
– Michael James Matthews		
– Michelle Tan Photography Pty Ltd		
– Milo Jones King		

<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
<ul style="list-style-type: none"> <li>– Morris McLennan</li> <li>– Nathan William Moss</li> <li>– Rommelaere Pty Ltd</li> <li>– Simon Wood</li> <li>– Studio Gilay Pty Ltd</li> <li>– Warren Lee</li> </ul>		
Panel – various:	Recruitment agency search services	\$249,000
<ul style="list-style-type: none"> <li>– Cozens Mabel Pty Ltd</li> <li>– Orangefield Pty Ltd</li> </ul>		
Pangolin Associates Pty Ltd	Sydney New Year's Eve – greenhouse gas emissions assessment	\$162,888
Pathzz Pty Ltd	Location analytics and insights	\$290,400
Ping Works Pty Ltd	What's On transition to Sitecore	\$1,083,280
Place Design Group Pty Ltd	Green Park, Darlinghurst – head design consultant	\$452,515
Place Design Group Pty Ltd	Surry Hills to Central quietway	\$277,232
Place Design Group Pty Ltd	Waterloo Estate (South) – streetscape concept design consultancy	\$331,088
Polaris Marine Pty Ltd as trustee for the Polaris Marine Trust No. 1	Sydney New Year's Eve 2024 – barges and tugs	\$343,338
QMetrix Pty Ltd	Profisee platform upgrades	\$207,735
Quality Management & Constructions Pty Ltd	Arthur and Douglas Street Reserves, Redfern – park and playground construction	\$1,384,695
Quality Management & Constructions Pty Ltd	Hyde Park – lighting / electrical and CCTV upgrade – head contractor construction	\$21,874,390
Raston Group Pty Ltd	Green Square – install permanent unmetered power supply for public art project	\$175,395
Re.Cycle Operations Pty Ltd	Comingled recyclables processing service	\$13,904,032
Regal Innovations Pty Ltd	Gunyama Park Stage 2 and George Julius Avenue North – construction	\$20,753,578
Respiro Pty Ltd	Firewall refresh project	\$1,237,447

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<b>Company name</b>	<b>Contract description</b>	<b>Value of contract including GST</b>
RJC Group Pty Ltd	Sydney Town Hall façade – stage 3 restoration – vestibule dome	\$641,612
S.M.A Motors Pty Ltd	Supply and delivery of flatbed tray bodied trucks and steel bodied tipper trucks	\$1,215,474
Sanzap Pty Ltd	Solus library app	\$221,526
Scale Architecture Pty Ltd	Jubilee sportsfield amenities – head design consultancy services	\$188,584
Schreder Australia Pty Ltd	Smart controls hardware and ongoing maintenance	\$2,873,499
Secure Events and Assets Pty Ltd	Sydney New Year’s Eve – crowd and transport management services	\$1,689,600
Sell & Parker Pty Ltd	Metal and white goods processing services	\$248,492
Show Technology Australia Pty Ltd	Moving head LED wash lights	\$323,987
Sico South Pacific Ltd	Centennial Hall – staging replacement contract	\$218,768
Smart WFM Pty Ltd	Kronos expert services	\$735,075
Solutions Plus Built Pty Ltd	Jubilee Oval – upgrade	\$1,758,669
St John Ambulance Australia (NSW)	Major events and festivals – first aid services – 2024/2025 and 2025/2026 event seasons	\$196,740
Stantec Australia Pty Ltd	Cliffs and retaining walls – inspection and condition assessment	\$305,982
Star Structures Pty Ltd	Playground and fitness station – safety inspections, reporting and repairs	\$176,704
Sydneywide Partyhire Pty Ltd	Temporary structures, furniture and event equipment for major events and festivals	\$2,525,867
Taylor Brammer Landscape Architect Pty Ltd	North Alexandria precinct streetscape concept design – consultancy	\$421,245
Taylor Fry Pty Ltd	Workers compensation actuarial assessment	\$250,085
The Fruit Box Group Pty Ltd	Milk supply and fulfilment services	\$222,509
The P.A People Pty Ltd	Sydney Town Hall – winch maintenance	\$198,000

Company name	Contract description	Value of contract including GST
Total Drain Cleaning Services Pty Ltd	SSROC – gross pollutant trap inspection, cleaning and maintenance services	\$1,979,482
Total Ventilation Hygiene Pty Ltd	307 Pitt Street, Sydney – design and construct passive installations – head contractor	\$582,224
Varley Electric Vehicles Pty Ltd	Electric waste collection buggies	\$766,599
Warren and Mahoney Architects Australia Pty Ltd	North Green Square – urban design study	\$219,751
We are Warriors Pty Ltd	2025 NAIDOC – event management services	\$225,500
Workforce Road Services Pty Ltd	Provision of line marking services	\$4,120,000
Yerrabingin Pty Ltd	Redfern neighbourhood parks – head design consultancy	\$863,295



Image 4. Christmas lights at Darling Square, Haymarket. Photo by Chris Southwood/City of Sydney

**Organisations providing goods and services exceeding \$150,000 in value**

Below are all the organisations who provided goods and services exceeding \$150,000 in value during 2024/25 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 2024/25 financial year.

The number of orders / invoices is given to indicate the number of jobs.

<b>Company name</b>	<b>Goods and services type</b>	<b>Value including GST</b>	<b>Number of purchase orders / invoices</b>
Aboriginal Carbon Fund Ltd	Environment management service	\$248,400.00	1
AFL SportsReady Ltd	Recruitment service	\$163,934.68	57
Altius Group Holdings Pty Ltd	Workplace health and wellbeing	\$220,133.19	53
Altus Traffic Pty Ltd	Traffic control service	\$178,407.39	1
APP Corporation Pty Ltd	Real estate service	\$224,877.40	11
Ausgrid	Install and remove smart poles	\$1,265,626.50	73
Australia Post	Mailing services	\$1,708,162.92	31
Australian Data Storage Pty Ltd	Computer software	\$384,646.26	76
Australian Radio Network Pty Ltd	Media service	\$431,176.00	3
Australian National Couriers	Courier service	\$160,354.46	119
AW Signs Pty Ltd	Signage	\$243,012.83	6
Benedict Sand and Gravel	Waste management service	\$193,469.56	35
Bibliotheca RFID Library Systems Australia Pty Ltd	Computer software	\$153,087.92	3
Blue Stone Management	Quantity surveying	\$175,731.51	42
Brightly Software	Computer software	\$247,379.58	2

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Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
Bucher Municipal Pty Ltd <sup>13</sup>	Cleaning equipment	\$5,385,110.06	150
CA Technology Pty Ltd	Computer software	\$237,344.80	9
Candalepas Associates	Architecture service	\$191,596.90	5
Cato Logistics Pty Ltd	Consultancy service	\$879,469.31	67
Coates Hire	Equipment hire	\$866,578.66	118
Cred Community Pty Ltd	Social planning	\$198,201.30	14
Crew On Call	Agency staff hire	\$470,260.33	77
Discovery Consulting Group Pty Ltd	Computer software	\$326,494.42	24
ESRI Australia	Computer software	\$381,810.00	1
Fleet Partners Pty Ltd	Novate leasing	\$150,174.13	8
Fleetplus Pty Ltd	Novate leasing	\$252,936.16	17
G Abral and others	Accounting and auditing service	\$181,610.00	41
Frontier Software Pty Ltd	IT software	\$167,137.30	12
Gartner Australasia Pty Ltd	IT software	\$266,475.00	4
Garwood International Pty Ltd	Waste services equipment	\$736,832.62	16
Generation-e Productivity Solutions Pty Ltd	IT software	\$176,747.50	16
Infor Global Solutions (ANZ) Pty Ltd	IT software	\$440,766.60	30
Infrastructure Logic Pty Ltd	IT software	\$280,531.77	12

<sup>13</sup> Job awarded through NSW Government contract, LPA contract or Southern Sydney Regional Organisation of Council's (SSROC) contract

## Annual Report – Statutory Returns

<b>Company name</b>	<b>Goods and services type</b>	<b>Value including GST</b>	<b>Number of purchase orders / invoices</b>
Innovatus Projects Pty Ltd	Construction	\$707,206.93	6
Insurance Australia Ltd	Insurance	\$323,931.33	12
Italian Automobiles Group Pty Ltd	Motor vehicles	\$879,996.43	59
James Bennett Library Services	Library management agreement	\$166,552.67	124
Jason Lazarus	Legal services	\$185,108.00	5
Kronos Australia	IT software	\$306,793.97	13
LinkedIn Singapore Pty Ltd	Computer software	\$168,531.00	3
McGregor Coxall Australia Pty Ltd	Nursery and landscape	\$220,493.10	9
Med-X Pty Ltd	Waste management services	\$185,459.39	30
Micro Focus Australia Pty Ltd	Computer software	\$218,239.05	1
Microsoft Pty Ltd	Computer software	\$304,670.25	1
Muller Partnership	Consultancy	\$199,656.60	41
Museums of History NSW	Record storage	\$581,433.61	43
Nextgen Networks Pty Ltd	Utilities	\$307,203.50	12
NSW Police Force	Crowd control	\$211,247.45	16
Onsite Safety Australia Pty Ltd	Health and hygiene service	\$178,355.18	95
Optus Billing	Telephone services	\$652,539.02	35
Orix Australia	Car lease rental	\$459,746.04	20
Outcomex Pty Ltd	IT software	\$562,242.91	8
Playrope Group Pty Ltd	Playground equipment supplier	\$150,527.30	9



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<b>Company name</b>	<b>Goods and services type</b>	<b>Value including GST</b>	<b>Number of purchase orders / invoices</b>
Project X Construction Pty Ltd	Construction	\$206,800.01	9
QBE Insurance (Australia) Ltd	Insurance	\$256,668.57	11
Qtopia Ltd	Cultural training service	\$220,633.60	3
Raston Group Pty Ltd	Construction	\$166,625.23	1
Sam The Paving Man Pty Ltd	Construction	\$429,696.35	3
SGS Economics and Planning Pty Ltd	Planning development	\$258,716.70	20
Show Technology Australia Pty Ltd	Lighting	\$343,999.88	15
SICO South Pacific Ltd	Commercial furniture	\$218,768.00	2
Single Cell Mobile Consulting Pty Ltd	IT software	\$151,800.00	1
Sitecore Australia Pty Ltd	Computer software	\$271,234.43	1
Sitegroup	Labour hire	\$323,572.32	164
State Insurance Regulatory Authority	Insurance	\$236,505.00	2
Telstra	Telephone services / pit services	\$2,179,581.29	45
The Audit Office	Auditing services	\$273,790.00	6
The Calapi Family Trust t/a Intellitrac	IT software	\$341,262.90	105
The P A People	Consultancy	\$366,028.34	10
The Trustee for the Lewis & Clift Trust	Signage	\$267,818.66	118
The Trustee for the Makela Family Trust	Nursery and landscape service	\$209,858.55	4
Tiks Solutions Pty Ltd	IT software	\$163,768.00	1
Torchmedia Pty Ltd	Advertising	\$180,840.00	4

Company name	Goods and services type	Value including GST	Number of purchase orders / invoices
Transport for NSW	Government authority	\$1,046,099.10	33
Ungerboeck Systems International Pty Ltd	IT software	\$208,964.82	5
Varley Electric Vehicles Pty Ltd	Vehicle parts	\$781,697.25	17
Viva Energy Australia Ltd <sup>14</sup>	Fuel	\$945,728.59	11
Warren and Mahoney Architects Australia Pty Ltd	Architecture service	\$229,229.01	5
Woollahra Council	Library management agreement	\$417,341.10	4
WSP Australia Pty Ltd	Engineering	\$177,588.40	23

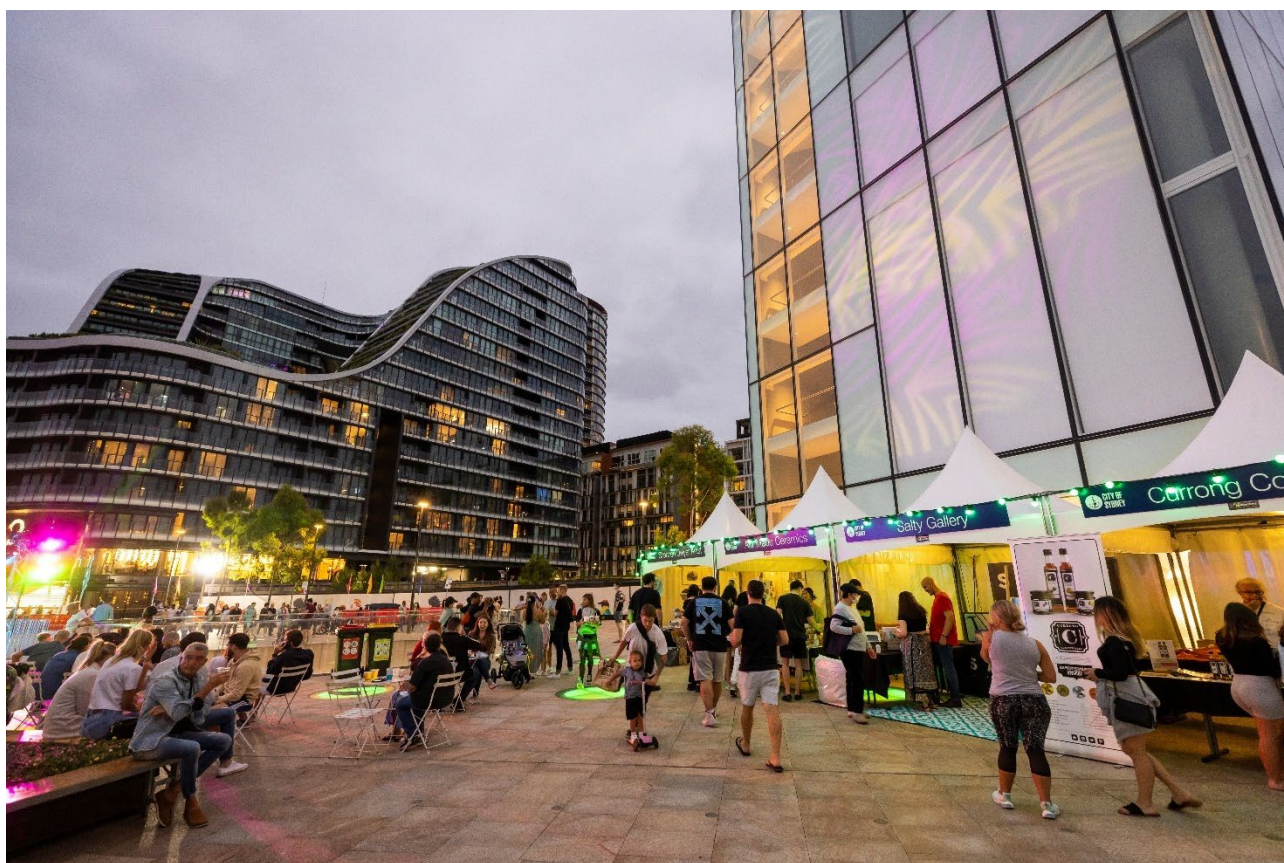


Image 5. Markets, Green Square. Photo by Anna Kucera / City of Sydney

<sup>14</sup> Job awarded through NSW Government contract, LPA contract or Southern Sydney Regional Organisation of Council's (SSROC) contract

## Legal proceedings

### NSW Local Government (General) Regulation 2021 s 217 (1) (a3)

In 2024/25, 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	\$2,014,397
Costs received in respect of proceedings	\$591,183
Amounts paid in out-of-court settlements	\$70,050
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, for example 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 2024/25, 7 orders issued by the City were the subject of appeals to the Land and

Environment Court and 4 appeals were ongoing at the end of 2024/25.

- One appeal lodged in relation to a fire safety order was resolved by consent orders.
- Appeals against 2 development control orders were discontinued. Related appeals against a fire safety order and a cladding order were ongoing at the end of 2024/25.
- One appeal in relation to a fire safety order was lodged and is ongoing.
- One appeal against a refusal to grant a tree removal permit was lodged and is ongoing as at the end of 2024/25.
- Appeals against 2 development control orders were ongoing as at the end of 2024/25.

Seven order appeals received in the previous year were resolved in 2024/25. Of these appeals, 4 were discontinued and 3 were resolved.

Of the 3 resolved appeals:

- One in relation to a refusal to issue a building information certificate was resolved by consent orders.
- One in relation to a refusal to grant a swimming pool exemption was resolved by consent orders.
- One against a refusal to grant a tree removal permit was upheld.

### Civil enforcement proceedings

In 2024/25, the City did not commence any civil enforcement proceedings in the Land and Environment Court seeking to enforce an order.

### Criminal enforcement proceedings

In 2024/25, 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 2024/25, the City was involved in 14 cases where the recipient of a penalty notice (not parking) disputed the offence. The City withdrew 8 cases and 6 cases were finalised. As at the end of 2024/25 there are 12 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 2024/25, 24 planning appeals were lodged in the Land and Environment Court against the City. There were 24 appeals finalised during the year:

- 18 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 were discontinued by the applicant

There were 13 planning appeals ongoing at the end of 2024/25.

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 2024/25, the City was the respondent in 2 s56A appeals, one which was discontinued and one which is ongoing.

## Other proceedings

### NSW Civil Administrative Tribunal

Two complaints lodged with the NSW Civil and Administrative Tribunal (NCAT) in 2024/25 were dismissed for lack of jurisdiction.

### District Court

One construction dispute is ongoing as at the end of 2024/25.

### Supreme Court

One lease dispute lodged with NCAT was transferred to the Supreme Court and is ongoing as at the end of 2024/25.

### Australian Human Rights Commission

One complaint lodged with the Australian Human Rights Commission in 2023/24 was terminated and one complaint lodged in 2024/25 was terminated.

### Federal Court

One discrimination claim was lodged with the Federal Court in relation to the Oxford Street cycleway and is ongoing.

### Commonwealth Administrative Review Tribunal

One application to the Administrative Review Tribunal for review of a freedom of information decision made by the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications is ongoing at the end of 2024/25.

### 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 2024/25, the City was not involved in any coronial inquests.



### Compulsory acquisition proceedings

There were no compulsory acquisition proceedings in 2024/25.

### Contempt of court

There were no contempt of court matters in 2024/25.

### Rates recovery

In 2024/25, the City was involved in 276 cases where action was taken to pursue recovery of outstanding rates by the commencement of proceedings. Of these, 140 cases were resolved either pre-judgment or by judgment being entered in favour of the City. Of the other 136 cases, they remain to be finalised.

### Public liability claims

In 2024/25 there were 19 proceedings brought against the City alleging negligence and seeking compensation for either property damage or personal injury. Of the 19 matters, 6 were finalised as follows:

- one matter was settled with judgment in favour of the plaintiff
- 3 matters were settled with judgment in favour of the City
- 2 matters were settled and proceedings were discontinued.

Thirteen matters were ongoing at the end of 2024/25.

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## Work on private land

**NSW Local Government Act 1993 No.30  
s 67 and  
NSW Local Government (General) Regulation 2021  
s 217 (1) (a4)**

There was no work carried out on private land by the City of Sydney in 2024/25.

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## Grants

**NSW Local Government Act 1993 No.30  
s 356 and  
NSW Local Government (General) Regulation 2021  
s 217 (1) (a5)**

The total amount contributed or otherwise granted by the City in 2024/25 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 [city.sydney/grants](http://city.sydney/grants). 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.

Grants that were originally approved by Council but were subsequently cancelled or terminated by the City are not included here.

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**

<b>Grant type</b>	<b>Cash amount</b>	<b>Value-in-kind amounts</b>	<b>Total</b>
Aboriginal and Torres Strait Islander collaboration fund	\$530,241	\$19,257	\$549,498
Accommodation grants program	–	\$8,776,860	\$8,776,860
Business sector support grants	\$733,060	–	\$733,060
Community services grants	\$3,338,438	\$89,145	\$3,427,583
Creative live / work spaces grants	–	\$117,073	\$117,073
Cultural and creative grants and sponsorship	\$1,600,000	–	\$1,600,000
Donations	\$192,000	–	\$192,000
Festivals and events sponsorship	\$5,539,600	\$2,352,101	\$7,891,701
Food support grants	\$1,500,000	\$29,745	\$1,529,745
Green building grants	\$171,574	–	\$171,574
Haymarket activation grant	\$200,000	\$356	\$200,356
Innovation and ideas grants	\$1,334,958	\$600	\$1,335,558
Outside grant program	\$1,700,000	–	\$1,700,000
Quick response grants	\$365,307	\$10,195	\$375,502
Street banner sponsorship	–	\$50,812	\$50,812
Venue support grants and sponsorship	–	\$290,580	\$290,580
<b>Total</b>	<b>\$17,205,178</b>	<b>\$11,736,724</b>	<b>\$28,941,902</b>

**Aboriginal and Torres Strait Islander collaboration fund**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Corey Anderson t/a Healing Through Yarning	Strong Aboriginal youth	\$43,500	–
Gadigal Information Service Aboriginal Corp	Live from Redfern Take 2	\$50,000	–
Innari Inc	Mob connect hub	\$20,000	\$11,257
Kinchela Boys Home Aboriginal Corp	Kinchela Boys Home 100th anniversary	\$50,000	–
Metropolitan Local Aboriginal Land Council as auspice for Dan Munro	Biyanga (Father) Project – Healing Journey for Our Men	\$50,000	–
Mudgin-Gal Aboriginal Corp	Mudgin-Gal's recognition celebration	\$21,325	–
National Centre of Indigenous Excellence Ltd	Friday Night Live	\$25,000	–
Redfern All Blacks Rugby League Football Club Inc	Koori Knockout	\$49,722	\$4,000
Redfern All Blacks Rugby League Football Club Inc	Season and event supplies	\$32,756	–
Redfern Youth Connect (Australia) Ltd	Drop-in centre	\$50,000	–
Soul Reign Pty Ltd	The Goodways Project	\$37,938	–
The Fact Tree Youth Service Inc as auspice for Waterloo Storm Community NRL team	Koori Knockout – attendance and training program	\$50,000	\$4,000
Tribal Warrior Aboriginal Corp	Talent WorkFit 2025-26	\$50,000	–
<b>Total</b>		<b>\$530,241</b>	<b>\$19,257</b>



**Accommodation grants program – total value of grants approved in previous years and utilised in 2024/25**

<b>Name in application</b>	<b>Property</b>	<b>Value-in-kind amount</b>
107 Projects Inc	Ground floor and level 1, 107 Redfern Steet, Redfern	\$89,194
107 Projects Inc	Joynton Avenue Creative Centre, 3A Joynton Avenue, Zetland	\$92,166
Antenna Documentary Institute Ltd	Suite 5, Benledi House, 186-194 Glebe Point Road, Glebe	\$15,421
Asian Australian Artists Assoc	181-187 Hay Street, Haymarket	\$298,037
Australian Design Centre	William Street Creative Hub, Level 3, 101-111 William Street, Darlinghurst	\$312,977
Australian Guild of Screen Composers	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$4,152
Australian Screen Editors Guild Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$4,152
Beehive Industries Co-op Ltd	137 Palmer Street, Darlinghurst	\$103,398
Big Fag Press	Jubilee Viaducts, 6 Chapman Road, Annandale	\$17,101
Brand X Productions Inc	East Sydney Community and Arts Centre, 225-245 Palmer Street, Darlinghurst	\$77,770
City North Men's Shed	Abraham Mott Community Space, 2 Watson Road, Millers Point	\$57,808
Counterpoint Community Services	Alexandria Town Hall, 73 Garden Street, Alexandria	\$36,060
Digital Storytellers Ltd	William Street Creative Hub, Level 3, 101-111 William Street, Darlinghurst	\$86,467
First Draft Inc	13-17 Riley Street, Woolloomooloo	\$100,531
Geoff Holmes (Glebe Music Project)	Jubilee Viaducts, 6 Chapman Road, Annandale	\$17,483
Glebe District Hockey Club	Jubilee Viaducts, 6 Chapman Road, Annandale	\$18,357
Glebe Junior AFL Club	Jubilee Viaducts, 6 Chapman Road, Annandale	\$19,451

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<b>Name in application</b>	<b>Property</b>	<b>Value-in-kind amount</b>
In the Pipeline (Arts) Ltd (Hayes Theatre Company Inc)	19 Greenknowe Street, Elizabeth Bay	\$64,722
Inner City Legal Services Centre	50-52 Darlinghurst Road, Kings Cross	\$83,047
Inner Sydney Regional Council for Social Development Inc	Waterloo Library, 770 Elizabeth Street, Waterloo	\$43,512
Innovillage Pty Ltd t/a Greenhouse	Levels 1-3, Business Innovation Space, George Street, Sydney	\$2,763,024
Jessie Street National Women's Library Inc	40 William Henry Street, Ultimo	\$107,197
Kil.n.it Experimental Ceramics Studio Inc	160 St Johns Road, Glebe	\$9,253
Kil.n.it Experimental Ceramics Studio Inc	Nurses Quarters, 184 Glebe Point Road, Glebe	\$47,891
Kings Cross Community and Information Centre Inc	Rex Centre, 50-58 Macleay Street, Elizabeth Bay	\$61,193
KU James Cahill Preschool	1-7 Ragan Street, Waterloo	\$196,581
KU John J Carroll Preschool	2-14 Phelps Street, Surry Hills	\$125,023
KU Lance Preschool and Children's Centre	37 High Street, Millers Point	\$187,055
KU Maybanke Preschool	99 Harris Street, Pyrmont	\$111,548
KU Phillip Park Children's Centre	2-10 Yurong Parkway, Sydney	\$91,419
KU Rushcutters Bay	Waratah Street, Rushcutters Bay	\$136,148
KU Sunbeam Preschool Alexandria	8 Lyne Street, Alexandria	\$142,289
KU Ultimo Children's Centre	247-257 Bulwara Road, Ultimo	\$241,881
Mandala Community Counselling Services	40 William Henry Street, Ultimo	\$24,040
Milk Crate Theatre	Alexandria Town Hall, 73 Garden Street, Alexandria	\$20,303
Museum of Chinese Australian History	744 George Street, Sydney	\$642,928
Older Women's Network NSW	8-10 Victoria Street, Newtown	\$122,385
PACT Center for emerging artists	107-125 Railway Parade, Erskineville	\$98,345

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<b>Name in application</b>	<b>Property</b>	<b>Value-in-kind amount</b>
Physical Disability Council of NSW Inc	St Helens Community Centre, 184 Glebe Point Road, Glebe	\$13,171
Pride History Group	Suite 2, Benledi House, 186-194 Glebe Point Road, Glebe	\$15,845
Radio Eastern Sydney	Paddington Town Hall, 247 Oxford Street, Paddington	\$25,891
Radio for the Print Handicapped of NSW Co-op Ltd	St Helens Community Centre, 184 Glebe Point Road, Glebe	\$69,053
Readymade Works Inc	247-257 Bulwara Road, Ultimo	\$78,919
Redfern Legal Centre Ltd	73 Pitt Street, Redfern	\$76,491
SDN Children's Services – Pyrmont Early Childhood Education Centre	Pyrmont Community Centre, 79a John Street, Pyrmont	\$209,263
SDN Childrens Services – Surry Hills Early Childhood Education Centre	443 Riley Street, Surry Hills	\$299,572
SDN Lois Barker Child Care Centre	104 Wellington St, Waterloo	\$109,482
Surry Hills Neighbourhood Centre	Surry Hills Community and Child Care Centre, 405 Crown Street, Surry Hills	\$152,981
Sydney Local Health District known as Glebe Early Childhood Centre	Glebe Town Hall, 160 St Johns Road, Glebe	\$36,060
The Bower Re-use and repair centre Co-op	107 Redfern Steet, Redfern	\$32,781
The Creativity Centre Inc	78 Harcourt Parade, Rosebery	\$6,884
The Junction Neighbourhood Centre Inc	Suite 4, St Helens Community Centre, 184 Glebe Point Road, Glebe	\$39,120
The Pyrmont-Ultimo Glebe Men's Shed	Jubilee Viaducts, 6 Chapman Road, Annandale	\$31,505
The Sydney Children's Hospital Network	Reginald Murphy Activity Club, 19 Greenknowe Street, Elizabeth Bay	\$50,812
The Trustees of the Roman Catholic Church for the Archdiocese of Sydney	Philip Park Community and Children's Centre, 2-10 Yurong Parkway, Sydney	\$58,105
The Women's Library	8-10 Brown Street, Newtown	\$61,193
Tom Bass Sculpture Studio School	1a Clara Street, Erskineville	\$63,826
Tribal Warrior Assoc	107 Redfern Steet, Redfern	\$30,049

Name in application	Property	Value-in-kind amount
UTS Child Care (Magic Pudding)	McKee Street Child Care Centre, 1 McKee Street, Ultimo	\$285,633
We Are Warriors	Suite 2, Ground Floor, Ultimo Community Centre, 525 Harris Street, Ultimo	\$154,817
Weave Youth Family Community Inc	Waterloo Library, 770 Elizabeth Street, Waterloo	\$103,809
Weave Youth Family Community Inc	Waterloo Oval, Elizabeth and Allen Streets, Waterloo	\$20,160
Wildflower Garden for Good	Harry Jensen Centre, 2 Watson Road, Millers Point	\$62,006
Wrap with Love Inc	4/4 Huntley Street, Alexandria	\$19,123
<b>Total</b>		<b>\$8,776,860</b>

#### Business sector support grants

Name in application	Project name	Cash amount
Australian DeFi Association Ltd	Enhancing blockchain advocacy with AI	\$30,000
Australian Fashion Council Ltd	Industry roundtable series	\$35,000
Australian Sustainable Finance Institute Ltd	Sydney: The regional hub of finance sector leadership	\$50,000
Business Council of Co-op and Mutuals	First Nations Co-operative business leadership network	\$30,000
CBD Sydney Chamber of Commerce Ltd	Spotlight on women in business, city business EXPO25, and accountability countdown	\$35,000
Darlinghurst Business Partnership Inc	VESPA – Darlinghurst and East Sydney activation	\$35,000
Guide Dogs NSW/ACT	Educating local businesses on guide dog access rights	\$30,000
Hollywood Quarter Inc	Hollywood Quarter	\$35,000
Newtown Enmore Precinct (NEP) Inc t/a Newtown Enmore Business Community	Newtown, Enmore, and Erskineville precinct map	\$35,000

Name in application	Project name	Cash amount
Paddington Chamber of Commerce Inc	Visit Paddington – brand campaign and business network	\$35,000
Pymont Ultimo Chamber of Commerce and Industry Inc t/a Business in the Peninsula	Business + connect + economic participation project	\$35,000
Rainbow Precinct Inc	Rainbow precinct support	\$40,000
Social Enterprise Council of NSW and ACT Ltd	Advocacy and support for social enterprise	\$47,698
Social Enterprise Council of NSW and ACT Ltd	Measuring social impact	\$40,000
Spark Festival Ltd	Spark Festival	\$50,000
Surry Hills Creative Precinct Incorporated t/a Surry Hills Business Partnership	GATHER networking events and precinct guides	\$35,000
Sydney School of Entrepreneurship	Startup success program	\$30,362
Taxis NSW Ltd	Taxi driver ambassador program	\$40,000
The Co-operative Federation Ltd	Stronger Sydney Co-operatives	\$30,000
Uptown Sydney CBD Inc	Promoting the uptown Sydney district and supporting local businesses	\$35,000
<b>Total</b>		<b>\$733,060</b>

### Community services grants

Name in application	Project name	Cash amount	Value-in-kind amount
Aboriginal Corp for Homeless and Rehabilitation Community Services	Supporting Aboriginal rough sleepers in Sydney	\$125,000	–
Access Sydney Community Transport Ltd	Village to village shuttle bus service	\$208,200	\$53,000
Asylum Seekers Centre	The Evolving Asylum	\$30,000	–
BlaQ Aboriginal Corp	LGBTQIA+SB wellbeing retreat	\$50,000	–
Counterpoint Community Services Inc	Waterloo South community development	\$50,000	–
Detour House Inc	Aftercare brokerage program	\$20,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
End Street Sleeping Collaboration Ltd	Sydney Zero	\$25,000	–
Glebe Youth Service Inc	After Dark / Before Dusk	\$349,448	\$3,456
Good360 Australia Ltd	Bridging the digital divide	\$50,000	–
Innari Inc	Assertive outreach and case coordination for homeless vulnerable and complex Aboriginal clients	\$125,000	–
Inner City Legal Centre	Access to legal advice for vulnerable groups	\$100,000	–
Justice Reform Initiative Ltd	Jailing is Failing: lived experience speakers bureau	\$14,000	–
Kinchela Boys Home Aboriginal Corp	Waterloo South relocation support service	\$50,000	–
Launchpad Youth Community Inc	Launchpad brokerage program	\$350,000	–
Lillian Howell Project Inc	EmpowerHER	\$10,000	–
Neami Ltd	Way2Home	\$800,000	–
NSW Users and AIDS Assoc Inc	Moving Forward Together! NSW Users and AIDS Association's annual peers and consumers forum	\$10,000	–
Plate it Forward as auspice for First Nations Response Ltd	Sydney's First Nations response pop-ups	\$50,000	
Redfern Legal Centre Ltd	Waterloo South relocations legal advice and assistance	\$50,000	–
Redfern Youth Connect (Australia) Ltd	Saturday night family gathering	\$50,000	–
Refugee Advice and Casework Service (Australia) Inc	LGBTIQA+ people seeking asylum	\$50,000	–
Refugee Advice and Casework Service (Australia) Inc	Reuniting families	\$44,018	–
ReLove	Scaling ReLove	\$30,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Scarred Tree Indigenous Ministries	Scarred Tree resource centre	\$50,000	–
South Eastern Community Connect Inc	Domestic violence support worker	\$50,000	–
Spanish Community Care Assoc	CALD seniors day group	\$39,984	–
Stepping Out Housing Programme Inc	Childhood sexual abuse recovery workshops and counselling	\$47,328	–
Story Factory Inc	Empowering Aboriginal and Torres Strait Islander youth through creative writing	\$19,060	–
Success Works Partners Inc	Lived experience and diversity (LEAD) in mentoring program	\$20,000	–
Surry Hills Neighbourhood Centre Inc	Surry Hills community hub and outreach project	\$45,750	–
Surry Hills Neighbourhood Centre Inc as auspice for The Camp Fitness	Fitness for housing estate tenants	\$11,250	–
Sydney University Settlement	Providing place-based community connection for local children during school holidays	\$50,000	–
The Bower Reuse and Repair Centre Cooperative Ltd	Repair workshops and cafes program	\$14,400	–
The Fact Tree Youth Service Inc	After Hours	\$120,000	–
The Reconnect Project Ltd	Young people staying connected	\$10,000	–
The Uniting Church in Australia Property Trust (NSW) as auspice for The Wayside Chapel Foundation	Wayside women's program	\$50,000	–
The Yoga Foundation	Yoga in nature	\$10,000	–
Ukrainian Council of New South Wales Inc	Stand with Ukraine	\$50,000	\$10,930



Name in application	Project name	Cash amount	Value-in-kind amount
University of Sydney	Animals in need fund	\$50,000	–
University of Sydney	Sydney Peace Prize	\$50,000	\$21,759
University of Technology Sydney	Inclusivity in volunteering	\$10,000	–
<b>Total</b>		<b>\$3,338,438</b>	<b>\$89,145</b>

### Creative live / work spaces grants

Property	Value-in-kind amount
113-115 William Street, Darlinghurst	\$80,673
1/770 Elizabeth Street, Waterloo	\$36,400
<b>Total</b>	<b>\$117,073</b>

### Cultural and creative grants and sponsorship

Name in application	Project name	Cash amount
Accessible Arts	Video art showcase	\$22,000
Antenna Documentary Institute Ltd	Antenna: Industry – discussions, masterclasses and workshops for documentary professionals	\$25,000
Artspace Visual Arts Centre Ltd	Re-Stor(y)Ing Oceania	\$10,000
Auspicious Arts Projects as auspice for Jenn Blake	Fambo collective residency	\$15,000
Bake House Independent Theatre	Kings Cross Theatre step up program – pathways to sustainable theatre careers	\$35,000
Brolga Dance Academy	Brolga Dance Academy	\$30,000
Carlsen-Wareham Pty Ltd t/a as Story Laundry	Hey, Brother – Malcolm Cole story	\$25,000
Carriageworks	Summer Moves – public dance participation project	\$25,000
City Recital Hall Ltd	City Recital Hall ongoing operational funding and capital renewal	\$1,000,000 <sup>15</sup>

<sup>15</sup> Council resolved on 13 May 2024 to approve an additional ad hoc grant of \$300,000, increasing the total cash amount for 2024/25 to \$1,000,000

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
Company B Ltd	25A emerging and independent artist program	\$25,000
Diversity Arts Australia	Shifting the Balance – leadership program	\$35,000
Ensemble Offspring Ltd	Lumin Machine – new concertos for cyborg pianist and ensemble offspring	\$20,000
Griffin Theatre Company Ltd as auspice for Mr Stuart Davis	The Witch of Kings Cross	\$20,000
Heaps Decent Ltd	Home Base	\$10,000
Lincoln Elliott	Repatriation: the musical	\$25,000
Marrugeku Inc	Cut the Sky	\$20,000
Milk Crate Theatre	Pathways	\$25,000
National Association for the Visual Arts	NAVA professional development: good practice exploration and collaboration	\$9,000
Passage Gallery	Passage Gallery	\$15,000
Qtopia Sydney Ltd as auspice for Mr Hayden Tonazzi	Saints of Damour	\$8,000
Radio Skid Row	Where Am I?	\$10,000
ReadyMade Works Inc	Skills sharing	\$11,000
REMIX Summits	REMIX Summit Sydney – culture, technology, entrepreneurship	\$20,000
Schizophrenia Fellowship of New South Wales Ltd t/a One Door Mental Health	Creative Space @ PICS	\$10,000
Soul of Chinatown Inc	The Playground	\$20,000
Stalker Theatre Inc t/a Box of Birds	Small Blue Thing	\$20,000
Sydney Arts Management Advisory Group Inc	Collaboration and professional development across Sydney's creative sectors	\$10,000
Sydney Theatre Company Ltd	Subsidised access to creative workshops and performances	\$20,000
The Performance Space Ltd	Joel Bray's Brolga and First Nations engagement	\$25,000

Name in application	Project name	Cash amount
The Performance Space Ltd as auspice for Mr Hossein Ghaemi	Development and presentation of Thunderbloom	\$20,000
The Performance Space Ltd as auspice for Mr William Yang	Milestones	\$20,000
The Uniting Church in Australia Property Trust (NSW) as auspice for The Wayside Chapel Foundation	Wayside Creates	\$15,000
<b>Total</b>		<b>\$1,600,000</b>

### Donations

Name in application	Project name	Cash amount
Aboriginal Medical Service Cooperative Ltd	Food support for Christmas	\$10,000
Addison Road Centre for Arts, Culture, Community and Environment Ltd	Food support for Christmas	\$10,000
Asylum Seekers Centre	Food support for Christmas	\$10,000
Catholic Parish St Canice Elizabeth Bay as the Operator of a PBI t/a St Canice's Kitchen	Food support for Christmas	\$10,000
First Nations Response	Food support for Christmas	\$10,000
Glebe Youth Service	Food support for Christmas	\$10,000
Kinchela Boys Home Aboriginal Corp	Food support for Christmas	\$10,000
Metropolitan Local Aboriginal Land Council	Food support for Christmas	\$10,000
Mudgin-Gal Aboriginal Corp	Food support for Christmas	\$10,000
Redfern Youth Connect (Australia) Ltd	Food support for Christmas	\$10,000
Rising Tide	Democratic right to protest	\$22,000
Sydney University Settlement	Food support for Christmas	\$10,000
The Fact Tree Youth Service Inc	Food support for Christmas	\$10,000
The Twenty Ten Assoc	Support for community at Christmas 2024	\$10,000

Name in application	Project name	Cash amount
The Uniting Church in Australia Property Trust (NSW)	Food support for Christmas	\$10,000
Trans Justice Project	Trans justice project	\$10,000
Weave Youth & Community Services	Food support for Christmas	\$10,000
Wyanga Aboriginal Aged Care Program Inc	Food support for Christmas	\$10,000
<b>Total</b>		<b>\$192,000</b>

In addition the City provided value of \$4,970.73 on materials donated to community garden groups in the year ending June 2025. Materials donated included mulch, soil and plants.

### Festivals and events sponsorship

Name in application	Project name	Cash amount	Value-in-kind amount
ACON Health Ltd	Pride in Sport Festival	\$20,000	–
Alliance Francaise de Sydney Cultural Foundation Ltd	French Film Festival	\$25,000	\$7,680
Antenna Documentary Institute Ltd	Antenna Documentary Film Festival	\$20,000	–
ARD Operation Pty Ltd	StickyBeak	\$15,000	\$2,814
Art Fairs Australia Pty Ltd	Sydney Contemporary		\$33,800
Auspicious Arts Projects Inc as Auspice for Mr Dylan Goh	Palette Session Weave Youth & Community Services – experimental dance sessions	\$15,000	–
Australian Design Centre	Sydney Craft Week Festival	\$15,000	–
Australian Fashion Council Ltd (previously International Management Group of America Pty Ltd)	Australian Fashion Week	\$100,000	–
Australian National Maritime Museum	Sugarfest – Sunset Nasara	\$45,400	–
Bad Sydney Ltd	BAD Sydney Writers Festival	\$12,000	–
BBR Agency	Bastille Festival	\$20,000	–
Bespok3 Pty Ltd	The Artistry	\$40,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Bicycle New South Wales Inc	Spring Cycle	\$20,000	\$20,660
Biennale of Sydney Ltd	Biennale of Sydney	\$650,000	\$150,000
Brolga Dance Academy	Brolga Yugal Yulu-gi	\$30,000	–
Bus Stop Films	Bus Stop Films Sydney Showcase	\$10,000	–
Business Events Sydney Ltd	Securing Global Business Events for Sydney	\$300,000	–
Coota Girls Aboriginal Corporation	Sorry Day stolen generations community gathering	\$40,000	–
Counterpoint Community Services Inc	Playgroups in the park – September and November	\$9,990	–
Counterpoint Community Services Inc	Playgroups in the park 2025 to 2027	\$19,500	–
Counterpoint Community Services Inc	Volunteer Awards 2025	\$2,600	–
Darlinghurst Business Partnership Inc	Oxtravaganza	\$20,000	–
Destination NSW previously Premiers Department	Australia Day in Sydney	\$150,000	\$48,880
Destination NSW	Vivid Sydney (Music HQ)	\$100,000	\$300,000
Disability Pride Sydney Inc	Sydney Disability Pride Festival	\$40,000	\$19,600
First Hand Solutions Aboriginal Corp	National Indigenous Art Fair	\$32,000	\$7,200
Free Broadcasting Inc t/a FBi Radio	FBi SMAC Awards	\$10,000	–
Gadigal Information Service Aboriginal Corp	Yabun Festival	\$210,000	\$7,072
Gamarada Indigenous Healing and Life Training Ltd	Coloured Diggers ANZAC Day March	\$20,000	\$2,250
Hayes Theatre Co Ltd	Festival of New Work	\$25,000	–
Head On Foundation Ltd	Head On Photo Festival	\$20,000	\$5,621

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Inner City Legal Centre	Sex Work: A Kings Cross History	\$12,000	–
International Performing Writers Assoc	Story Week – A festival for writers who perform	\$10,000	\$11,088
Just Gold Digital Agency Pty Ltd	Autistic Pride conference	\$40,000	–
Lamorna Grace Nightingale t/a BackStage Music	Living music 2025 series	\$10,000	–
Maddison Costello	Shoosh Fest	\$5,000	–
MCI Australia	International Astronautical congress 2025	\$15,000	–
Moogahlin Performing Arts Inc	Yellamundie Development Festival – A program of First Peoples storytelling	\$30,000	–
Ms Geetha Balakrishnan	Sound Sorcery	\$25,000	–
Ms Lucy Boon	Love and Faith (and something unholy)	\$18,314	–
Mudgin-Gal Aboriginal Corp	Mudgin-gal Women's Festival	\$20,000	\$1,068
National Centre of Indigenous Excellence	NAIDOC	\$10,000	–
National Centre of Indigenous Excellence	Redfern NAIDOC Day 2025	\$37,500	–
Pact Centre for Emerging Artists Inc	Pact House Micro-festivals – Bringing community together	\$15,000	–
Plate it Forward	Third I Festival	\$30,000	–
Pymont – Ultimo Chamber of Commerce and Industry Inc t/a Business in the Peninsula	Pymont Festival	\$30,000	\$7,700
Queer Screen Ltd	Mardi Gras Film Festival 2025	\$35,000	–
Rainbow Giving Australia Ltd	The Aurora Ball	\$20,000	\$10,624
ReCo Enterprises Pty Ltd	Circular Sydney: empowering Sydney's sustainable businesses	\$15,000	–
Refugee Council of Australia	Refugee Week 2025	\$35,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Serbian Orthodox Youth Association Inc	Serbian Festival Sydney and Serbian Film Festival	\$35,000	\$4,050
Shopfront Arts Co-op Ltd t/a Playwave	Playwave Experiences	\$15,000	–
Smartfone Flick Fest Pty Ltd	SmartFone Flick Festival and workshop series	\$20,000	–
Social Enterprise Council of NSW & ACT Ltd	Social Enterprise Festival	\$35,000	–
Soul of Chinatown Inc	Chinatown Comedy Club	\$10,200	–
St Vincent De Paul Society NSW	Our Place – our stories community parade	\$35,000	–
SXSW Sydney Pty Ltd	SXSW Sydney	\$100,000	\$48,120
Sydney Eisteddfod	Sydney Eisteddfod Festival	\$10,000	\$2,688
Sydney Gay and Lesbian Mardi Gras Ltd	Sydney Gay and Lesbian Mardi Gras Festival	\$340,000	\$70,776
Sydney University Settlement as auspice for Warren Roberts	Eora inner city NAIDOC event	\$20,000	–
Taiwan Film Festival Inc	7th Taiwan Film Festival in Australia	\$6,896	\$12,000
TEDxSydney Ltd	TEDxSydney 2025	\$15,000	\$5,500
The Ethics Centre Ltd	Fringe Thinking	\$7,200	–
The Performance Space Ltd	Liveworks and Live Dreams	\$35,000	–
The Red Rattler Theatre Inc as auspice for Mx Dyan Tai	Club Worship	\$30,000	–
The Returned and Services League of Australia New South Wales Branch	Aboriginal and Torres Strait Islander Veterans Commemoration Service	\$6,000	–
The Society of Arts and Crafts of New South Wales	Craft Fair at the Tramsheds	\$5,000	\$5,183
The Sydney Festival Ltd	Sydney Festival	\$1,400,000	\$840,000
The Sydney Film Festival	Sydney Film Festival	\$265,000	\$462,913
The Sydney Fringe Inc	Sydney Fringe Festival	\$225,000	\$120,236



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Name in application	Project name	Cash amount	Value-in-kind amount
The Sydney Writers' Festival Ltd	Sydney Writers' Festival	\$370,000	\$144,000
Tribal Warrior as auspice for Matora Mob Committee	Woolloomooloo Aboriginal and Torres Strait Islander cultural events	\$30,000	\$578
The University of Sydney	Seymour Nights	\$25,000	–
Weave Youth and Community Services Ltd	Mad Pride – A youth-led mental health community event	\$20,000	–
Your Shot Academy Australia Pty Ltd	Academy and showcase for emerging artists	\$10,000	–
Youth and Family Connect Inc	Woolloomoolivin' annual festival of urban arts and culture	\$20,000	–
<b>Total</b>		<b>\$5,539,600</b>	<b>\$2,352,101</b>



Image 6. Sarah Hirst, Guide Dogs NSW/ACT with her guide dog at Hydeaway café, Hyde Park Sydney. Photo by Chris Southwood / City of Sydney

**Food support grants**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Aboriginal Medical Service Cooperative Ltd	Food support delivery program	\$50,000	–
Arc @ UNSW Ltd	Food Hub @ Paddington	\$100,000	\$11,845
Asylum Seekers Centre	Nourish and Sustain	\$150,000	–
BlaQ Aboriginal Corp	BlaQ healthy eating and active living	\$63,543	–
City Community Care Inc	Early Bird Cafe	\$15,000	–
Dignitas Respect Inc	Flavour	\$31,258	–
First Nations Response Ltd	Caring for Community our way, the Blak way	\$425,000	\$17,900
Food Ladder	Food ladder school systems	\$27,068	–
Foodbank NSW and ACT Ltd	Increasing access to essential food, grocery and personal care items	\$30,000	–
Glebe Youth Service	Food circle	\$73,625	–
OzHarvest Ltd	Improving OzHarvest's capacity to provide universal access to food	\$70,000	–
Plate it Forward Ltd	The Social Meal	\$40,000	–
Pocket City Farms	Farming for food security	\$27,090	–
Police Citizens Youth Clubs NSW Ltd	Youth club nourishment program	\$20,000	–
Surry Hills Neighbourhood Centre Inc	Food for health access program	\$18,000	–
Sydney University Settlement	Food support, education and capacity building at the settlement	\$122,864	–
The International Shift at Parliament on King	Soup of Human Kindness	\$25,000	–
The Marmalade Foundation Ltd	Nutritious meals for women	\$24,900	–
The Twenty Ten Assoc	Pantry Pride!	\$46,652	–

Name in application	Project name	Cash amount	Value-in-kind amount
Wyanga Aboriginal Aged Care Program Inc	Wyanga food program	\$140,000	–
<b>Total</b>		<b>\$1,500,000</b>	<b>\$29,745</b>

### Green building grants

Name in application	Project name	Cash amount
Laudet Pty Ltd	NABERS energy and water rating Year 2 – 28 Albion Street, Surry Hills (Rydges Central Surry Hills)	\$2,500
Strata Plan No 67631	Building electrification feasibility assessment including EV charging – 2-18 Oxley Street, Glebe	\$3,300
Pearl Hotels D 1993 Pty Ltd t/a Ibis Sydney Darling Harbour	NABERS energy and water rating Year 2 – 100 Murray Street, Pyrmont (Novotel Darling Harbour)	\$2,500
Pearl Hotels D 1993 Pty Ltd t/a Ibis Sydney Darling Harbour	NABERS energy and water rating Year 2 – 100 Murray Street, Sydney (Ibis Darling Harbour)	\$2,500
Strata Plan No 17572	NABERS energy and water rating Year 1 and renewables and/or electrification feasibility assessments – 6-14 Oxford Street, Darlinghurst	\$15,000
Strata Plan No 50530	Building electrification feasibility assessment including EV charging – 148 Elizabeth Street, Sydney	\$3,487
Strata Plan No 56911 (The Georgia)	Building electrification feasibility assessment including EV charging – 155 Kent Street, Millers Point	\$3,300
Strata Plan No 64807	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments – 71 Jones Street, Ultimo	\$15,000
Strata Plan No 70135	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments – 1 Pottinger Street, Dawes Point (Strata Plan No SP70153 and carpark SP 70152 – Parbury Apartments)	\$13,040
Strata Plan No 74829	Renewables feasibility assessment and building electrification feasibility assessment – 30 Garden Street, Alexandria	\$15,000

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
Strata Plan No 82306	Building electrification feasibility assessment including EV charging – 5 Tambua Street, Pyrmont	\$3,351
Strata Plan No 84689	Renewables and/or electrification feasibility assessments – 4 Distillery Drive, Pyrmont	\$3,697
Strata Plan No 86806	Renewables and/or electrification feasibility assessments – 2 Distillery Drive, Pyrmont	\$3,350
Strata Plan No 92883	NABERS energy and water rating Year 1 and renewables and/or electrification feasibility assessments – 349-357 Bulwara Road	\$15,000
Strata Plan No 97158	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments including EV charging – 5 Hadfields Street, Erskineville)	\$14,480
Strata Plan No 18189	NABERS energy and water rating Year 1 and renewables and electrification feasibility assessments including EV charging – 24 Cook Street, Glebe	\$15,000
Strata Plan No 56081	NABERS energy and water rating Year 1 – 71-75 Regent Street, Chippendale	\$6,809
Strata Plan No 60448	Building electrification feasibility assessment including EV charging – 82-84 Abercrombie Street, Chippendale	\$11,760
Strata Plan No 61091	NABERS energy and water rating Year 1 – 2-10 Quarry Master Drive, Pyrmont	\$15,000
The Trustee for the Darling Harbour Hotel Trust	NABERS energy and water rating Year 2 – 12 Darling Drive, Sydney (Sofitel Darling Harbour)	\$2,500
The Trustee for the Schwartz Family Trust	NABERS energy and water rating Year 2 – 390 Pitt Street, Haymarket (Rydges World Square)	\$2,500
Winadell Pty Ltd	NABERS energy and water rating Year 2 – Pitt Street, Haymarket (Ibis World Square)	\$2,500
<b>Total</b>		<b>\$171,574</b>

**Haymarket Activation Grant**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Haymarket Alliance	Neon Playground 2.0	\$200,000	\$356
<b>Total</b>		<b>\$200,000</b>	<b>\$356</b>

**Innovation and ideas grants**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
4A Centre for Contemporary Asian Art	4A Incubator Lab	\$50,000	–
Accessible Arts	Access ideas and insights – podcast series	\$49,515	–
Arts Law Centre of Australia	Knowing your rights – empowering artists to build thriving cultural businesses	\$10,000	–
Australian School of Entrepreneurship	The Sydney young social entrepreneur sprint	\$18,840	–
Bake House Independent Theatre	Storylines in the Kings Cross Theatre Vault – with community for community.	\$14,500	–
BCMP Pty Ltd t/a BANG ON Collective	Children, Nature, and Place – ArtVentures in Sydney	\$49,994	–
Boomerang Labs Ltd	Circular Economy Club Sydney	\$48,300	–
Creative Plus Business Group Pty Ltd	THRIVE – creative sustainability for Sydney's arts professionals	\$44,500	–
Digital Storytellers Ltd	Pathway to Purpose – impact storytelling accelerator	\$45,250	–
Diversity Arts Australia	Creative cultural equity training	\$40,000	–
Edge Environment Pty Ltd t/a Edge Impact	Circular business toolkit and implementation guidance for hospitality small and medium-sized hospitality enterprises	\$35,013	–
Finding Infinity Pty Ltd	A New Normal Sydney	\$50,000	–



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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Footpath AI Pty Ltd	Mapping Sydney's pedestrian experience	\$50,000	–
Forward Thinking Design Pty Ltd t/a FTD Circular	De-fit waste metrics and circularity fitout guidelines for Sydney retail/hospitality	\$21,800	–
Haymarket HQ Pty Ltd	Building a sustainable Sydney – Greentech connector program	\$40,000	–
HerFuture HerDecade Ltd	Women's research project	\$48,400	–
Innovillage Pty Ltd t/a Greenhouse	Accelerating the green economy transition by catalysing sustainable finance	\$45,596	–
Innovillage Pty Ltd t/a Greenhouse	Sydney Climate Action Week	\$20,000	–
Milk Crate Theatre	Creating Impact – exploring a shared outcomes framework for the Arts	\$39,400	\$600
Noizend Pty Ltd	Low frequency noise control to benefit residents and visitors	\$20,000	–
Office AU Ltd	Retain, Repair, Reinvest – Waterloo Estate	\$50,000	–
Owners Corporation Network of Australia Ltd	Get Strata Prepared! – embedding emergency response plans into strata living	\$50,000	–
Refugee Council of Australia	Addressing Sydney's hidden homelessness	\$40,000	–
Revolve Recycling Pty Ltd	The Big Bike Swap Day	\$10,000	–
Rocket Seeder Ltd	Rocket Seeder expansion – bringing agrifood acceleration to Sydney	\$45,800	–
Spark Festival Ltd	Spark Festival 2025	\$50,000	–
Startup Muster Pty Ltd	Startup Muster Sydney	\$25,000	–

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Name in application	Project name	Cash amount	Value-in-kind amount
The Crown in The Right of the State of New South Wales, acting through the Department of Enterprise, Investment and Trade	NSW international student volunteer program	\$15,000	–
The Trustee for the Foong Family Trust	Zero waste clothing from zero waste yarn	\$30,600	–
The Uniting Church in Australia Property Trust (NSW)	CHEX community gift cards digital expansion	\$36,606	–
TIPIAC Pty Ltd	Sacred Earth, Sustainable Futures – first nations climate playhouse	\$50,000	–
University of New South Wales	Are public open spaces in the city of Sydney neurodiverse-friendly?	\$42,425	–
University of Sydney	Raising the Bar	\$35,500	–
University of Technology Sydney	Community led sustainable cities	\$49,901	–
Velocity Empowerment	Project Rise – early intervention for women's safety	\$15,000	–
WorkVentures Ltd	National device bank feasibility pilot	\$48,018	–
<b>Total</b>		<b>\$1,334,958</b>	<b>\$600</b>



**Outside grant program<sup>16</sup>**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
City of Sydney Basketball Assoc	Capital works funding request	\$250,000
Griffin Theatre Company Ltd	Griffin Theatre Company – Stables Theatre redevelopment	\$1,000,000
I MADE THIS Pty Ltd t/a The Nest Creative Space	Relocation of The Nest creative space	\$100,000
Qtopia Sydney Ltd	Sunday's at Qtopia Sydney	\$100,000
The Committee for Sydney Inc	Creative Land Trust for Sydney	\$250,000
<b>Total</b>		<b>\$1,700,000</b>

**Quick response grants**

<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
107 Projects Inc	107 Projects Inc – maintenance mode	\$10,000	–
4A Centre for Contemporary Asian Art	Lunar New Year public art activations	\$8,950	–
Aboriginal Dance Theatre Redfern	Building compliance – Part 2	\$2,408	–
Aboriginal Employment Strategy Ltd as auspice for Mr Jamie Ingram	Ella 7s	\$9,935	–
Alexandria Rovers Junior Rugby League Football Club Inc	Training and game day equipment	\$2,000	–
Alfalfa House Community Food Cooperative Ltd	How Green is our Patch!	\$3,716	–
Asylum Seekers Centre	Asylum seekers centre stairlift	\$8,540	–
Auspicious Arts Projects Inc as auspice for Michael Louis Kennedy	All The Fraudulent Horse Girls	\$5,415	–
Auspicious Arts Projects Inc as auspice for Shakti Mental Health	The Rose Garden screening and mental health Q&A	\$2,500	–

<sup>16</sup> Grants approved out of scheduled grants round

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Australian College of Audiology Ltd	World Hearing Day – hearing health seminar	\$4,200	–
Australian South Sea Islanders (Port Jackson)	First Nations bereavement support	\$9,250	–
Australian South Sea Islanders (Port Jackson)	SugarFest oceanic culture history and music – ASSI 30th anniversary	\$9,500	–
Bobby Goldsmith Foundation	The Red Ball gala auction	\$10,000	\$6,306
Brand X Productions Inc	Apertures	\$5,000	–
Christmas in Pyrmont Inc	Christmas in Pyrmont	\$10,000	–
Diversity Arts Australia	InterGenerate – the presentation	\$5,050	–
Down Syndrome Association of NSW Inc	Picnic and Play – celebrating down syndrome awareness month	\$2,543	–
Dr Christopher Bryant	State of Play	\$4,300	–
Dr Ian David	Oak barrel planters for citrus trees	\$900	–
Dr Seyedshervin Mirzeinali	Nazri	\$4,699	–
Dr Trayden Miller-Mundine	Lismore Youth Rugby League Koori Gala Day	\$4,224	–
Emma Riches	Never Are	\$5,000	–
fbi.radio	All The Best Live – almost tangible audio stories	\$3,690	–
Footscape Inc	Foot care kits	\$5,000	–
Foyer Foundation Ltd	Foyer advantage forum	\$6,000	–
Gadigal Information Service Aboriginal Corp	Yabun 2025	\$10,000	–
Glebe Rowing Club Inc	Supporting disadvantaged junior rowers	\$4,260	–
Glebe Youth Service as auspice for Scarred Tree Indigenous Ministries	Glebe NAIDOC	\$10,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
Gondwana Choirs	Gondwana Voices' ABC recording	\$5,000	–
Guillermo Fernandez-Abascal	A Good Idea	\$3,500	–
Jason Jefferies	IRL by Lewis Treston	\$3,500	–
Kerfew AU Inc	No Kerfew presents Jaubi	\$4,000	–
Kit Spencer	Castrati	\$5,000	–
Kurranulla Aboriginal Corp	Eora mini elders olympic committee	\$8,500	–
Lifeline Direct Ltd t/a Lifeline Eastern Suburbs	Suicide Safer Sydney	\$5,000	–
Metropolitan Local Aboriginal Land Council as auspice for for Biyanga	Biyanga – fathers event	\$10,000	–
Milk Crate Theatre	MCT and Improv Theatre Sydney collaboration	\$8,000	–
Miracle Babies Foundation	Miracle Moon Walk	\$2,500	–
Miss Jenny Kim	Echoes	\$5,000	–
Mr Inocencio Maquirang	2025 Jin Sei Ryu Karate-do Australia benefit tournament	\$2,591	–
Mr Redmond Reyes	Multi-Arts residency with Brand X	\$4,000	–
Mr Ryan Whitworth-Jones	Anomalies	\$5,000	–
Mr Sebastian Vasquez	Hayden Lane revitalisation project	\$5,000	–
Mr Tim Doubinski	Caesura Ensemble presents "Detached"	\$4,436	\$564
Ms Anwyn Brook-Evans	Maze Manor X Lord Gladdy	\$4,300	–
Ms Emma Kew	The Rehearsal	\$1,700	–
Ms Erica Lovell	The Female of the Species	\$5,000	–
Ms Sexy Galaxy	Ken's Dream House	\$3,867	–
Mx Lucia Moon	The shape – shift anthology	\$5,000	–

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>	<b>Value-in-kind amount</b>
New Ghosts Theatre Company Inc t/a as Old Fitz Theatre	Fitz 2025	\$8,500	–
NSW Police Legacy	Big Blue Swim	\$6,018	–
Redfern All Blacks Rugby League Football Club Inc as auspice for Redfern All Blacks Cricket Club	Redfern All Blacks Cricket Club Imparja Cup	\$9,982	–
Revolve Recycling Foundation Ltd	Kids bikes for Woolloomooloo	\$2,500	–
Romney Hamilton	The Children's Hour by Lillian Hellman	\$5,000	–
Settlement Services International Ltd	Pathways to Possibilities – report launch event	\$5,000	\$1,570
Souths Cares PBI Ltd	Souths Cares Boys leadership and cultural camp	\$0	–
St John's Anglican Church Glebe as auspice for Scarred Tree Indigenous Ministries	Aboriginal cultural space support	\$573	–
Sydney FC Foundation	Sydney FC powerchair football activation	\$2,000	–
The Girls & Boys Brigade	Freezer replacement for food support program	\$1,500	–
The Haymarket Foundation Ltd	Easy read resources	\$9,000	–
The Marmalade Foundation Ltd	Unite Against Violence – No More Empty Shoes	\$9,660	–
Tribal Warrior Aboriginal Corp as auspice for Miss Amaali Gordon-Roqica	Amaali Gordon-Roqica – sporting future	\$6,500	–
Tribal Warrior Aboriginal Corp as auspice for Ms Marlene Cummins	Common Ground Blues – Part 1	\$10,000	–
Walking Football Federation Australia Inc t/a as WalkSoccer NSW	Walk soccer for seniors, people with disabilities and the socially isolated	\$3,000	\$1,755

Name in application	Project name	Cash amount	Value-in-kind amount
Weave Youth and Community Services Ltd	Weave's Youth Week celebrations for Woolloomooloo and Redfern communities	\$8,100	–
Weave Youth and Community Services Ltd as auspice for the family of Lesley Caldwell	Sorry business family travel	\$5,000	–
Womens and Girls Emergency Centre Inc as auspice for Mrs Alina Camiller	Inflorescence – growth, connection and empowerment	\$5,000	–
<b>Total</b>		<b>\$365,307</b>	<b>\$10,195</b>

### Street banner sponsorship

Name in application	Project name	Cash amount
Art Gallery of New South Wales	Magritte exhibition	\$9,000
Art Gallery of New South Wales	Yolŋu power – the art of Yirrkala	\$4,800
Art Gallery of New South Wales Trust	Archibald, Wynne and Sulman Prizes 2025	\$5,100
National Art School	Wear the Change – Refugee Week campaign	\$7,680
Opera Australia	RENT the musical	\$9,600
QTOPIA Ltd	Pride Fest	\$3,840
The Bell Shakespeare Company Ltd	Henry 5	\$9,000
The Social Outfit Inc	Wear the Change – Refugee Week campaign	\$1,792
<b>Total</b>		<b>\$50,812</b>

### Venue support grants and sponsorship

Name in application	Project name	Cash amount
Adult Children of Alcoholics Australia	Weekly meeting Glebe Friday night	\$513
Australian Sustainable Finance Institute Ltd	Australian Sustainable Finance Summit	\$3,728

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
Australian Tattoo Arts Ltd	Sydney Tattoo Convention	\$42,928
Australian Youth Climate Coalition	2 day climate action retreat for young people	\$734
Back to Ultimo	An annual event for current and previous residents of Ultimo	\$233
CareerSeekers New Australian Internship Program Ltd	CareerSeekers Spotlight 2025	\$7,194
Chronology Arts Ltd	Inclusive improvised contemporary performance series	\$4,304
City of Sydney Basketball Assoc	NAIDOC week free basketball tournament	\$2,330
Climate Action Network Australia Ltd as auspice for Climate Writers	Meet ups to look at climate education and advocacy	\$2,786
Code for Sydney	Group meetings to discuss civic problems	\$1,851
Country Women's Assoc of NSW	Development of creative skills in community	\$4,051
Crystal Meth Anonymous	Self help group meetings	\$210
Crystal Meth Anonymous NSW Area Inc	Twelve Step meeting	\$791
Dirty Feet Ltd	DirtyFeet inclusive dance program	\$2,690
Disability Rocks Inc	Weekly dance class	\$6,826
Gamarada	Spirituality and traditional healing	\$5,369
Greek Orthodox Community of NSW Ltd	50 years of the Hellenic Republic celebration	\$1,009
Greek Orthodox Community of NSW Ltd	Celebrating Greek Independence Day	\$8,464
Heartfulness Institute	Weekly meditation Sundays 10am	\$1,050
Indonesian Welfare Association	Weekly meetings Fridays	\$4,079
Macquarie University	National Indigenous science education program	\$2,466
Mandala Community Counselling Service Inc	Training new counsellors	\$917
Milk Crate Theatre	Milk Crate Theatre artistic program	\$8,927

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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
Narcotics Anonymous	Monday night meetings, Benledi House	\$974
Narcotics Anonymous	Monday meetings, Erskineville Town Hall	\$1,421
Narcotics Anonymous	Wednesday meetings, Reginald Murphy Community Centre	\$1,229
Narcotics Anonymous	Thursday night meetings, Glebe Town Hall	\$788
Narcotics Anonymous	Thursday meetings, Redfern Community Centre	\$9,258
Narcotics Anonymous	Friday night meetings, Rex Centre	\$963
Narcotics Anonymous	Friday night meetings, Glebe Town Hall	\$3,242
Narcotics Anonymous	Friday meetings, Reginald Murphy Community Centre	\$1,991
Narcotics Anonymous	Saturday meetings, Brown Street Community Hall	\$2,289
Narcotics Anonymous	Sunday men's meeting, Brown Street Community Hall	\$1,832
Newtown Breakaways Inc	Newtown Breakaways presents the 'Rainbow 80s Prom' fundraiser	\$287
NSW government schools	2024 Recognition Day	\$3,273
Radio Community Chest Inc	Handel's Messiah Sydney	\$11,455
Redfern Alcoholics Anonymous	Tuesday meeting, Redfern Town Hall	\$541
Regional Service Body of Australia Ltd	Friday meeting	\$650
S-Anon	Saturday meeting	\$1,216
Schizophrenia Fellowship of NSW	Art exhibition and launch	\$976
Serving Our People Inc	Serving our People concert	\$6,136
Shelter NSW Inc	Shelter NSW annual general meeting and 50th celebration	\$1,401
SLAA Augustine Fellowship	12 step fellowship program	\$974
Spanish Community Care Assoc	Spanish Seniors group get together at Abraham Mott Hall	\$3,285



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<b>Name in application</b>	<b>Project name</b>	<b>Cash amount</b>
Sydney Chinese Classical Poetry Assoc	Weekly gatherings for cultural experiences	\$6,500
Sydney Community Foundation (as the trustee for Impact100 Sydney)	11th Annual Maybanke lecture	\$611
Sydney Eisteddfod	Music productions	\$1,706
Sydney Male Choir Inc	Annual fund raising concert	\$16,398
Sydney U3A	Weekly and fortnightly classes	\$4,795
Sydney U3A	Weekly Spanish class	\$6,890
Sydney University Graduate Choir Inc	Sydney Sings	\$35,825
Team Sydney Inc	Gay and lesbian martial arts Newtown – self defence	\$12,635
Team Sydney Inc	LGBTIQA+ martial arts tournament	\$1,399
The Australian Remembrance Foundation	Lest We Forget Anzac Day tribute	\$21,465
The Quilters Guild	Piecemakers quilt making	\$1,985
The Sydney Fringe Inc	2024 program launch – Sydney Fringe Festival	\$1,262
Tytus Iskandar	Indonesian and Chinese community celebrations	\$2,472
United Nations Youth Australia	National finals – United Nations competition for high school students	\$588
VietAus Cultural Exchange Organization (VACEO) Inc	VietAus cultural exchange concert	\$7,290
Women's Reconciliation Network	Yarning circles	\$1,128
<b>Total</b>		<b>\$290,580</b>

## External bodies exercising functions

### **NSW Local Government (General) Regulation 2021 s 217 (1) (a6)**

During 2024/25 there were no external bodies exercising functions delegated by the City.

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## Controlling interests

### **NSW Local Government (General) Regulation 2021 s 217 (1) (a7)**

During 2024/25 the City held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate or other body.

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## Partnerships

### **NSW Local Government (General) Regulation 2021 s 217 (1) (a8)**

During 2024/25, 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 registered tier 1 not-for-profit community housing provider that develops, owns 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 City of Sydney local area. Funding sources for City West's operations include affordable housing contributions collected by the City for the purpose of providing affordable housing. We also partner with St George Community Housing and Bridge Housing. Like City West Housing they are nominated in the City's distribution plan to receive affordable housing contributions.

#### **Waterloo Renewal Project**

This partnership includes Stockland, Link Wentworth Housing, City West Housing and Birribee Housing. The project at Waterloo South is to develop more than 1,000 new social homes, over 600 new affordable homes and around 1,500 private homes in a mixed and integrated community. Its focus is on cultural inclusion, housing outcomes and greater support for Aboriginal people. This includes working with Birribee Housing to deliver 20% of all new social homes and 15% of all new affordable homes for Aboriginal tenants. The project also includes community facilities and a two-hectare urban park – the largest delivered in the city in recent times.

#### **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 the 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 since 2015. The current 5-year funding agreement and the sublease will expire in June 2030.

## 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 is chaired by the chief executive officer (CEO) of the City of Sydney and guides the Resilient Sydney program. The committee includes local government CEOs from Greater Sydney councils and key state government agencies, including the NSW Reconstruction Authority, and business and community leaders.

In 2024 the implementation of the first Resilient Sydney strategy (2018) was completed and a program report was published outlining the achievements under the strategy. In April 2025 the second Resilient Sydney strategy (2025–2030) was published. The strategy identifies the key risks facing metropolitan Sydney and provides a roadmap for collaborative action to ensure our city is inclusive, connected and resilient. The development of the strategy was funded under the joint Australian Government-NSW Government National Partnership Agreement on Disaster Risk Reduction. The Resilient Sydney strategy can be viewed and downloaded at [cityofsydney.nsw.gov.au](https://cityofsydney.nsw.gov.au)

### How the strategy is implemented

The new strategy is aligned with the global Resilient Cities Framework and will be implemented through the existing Resilience Ambassadors local government network and through partnerships with government, business and the community sectors. In 2024 the Resilient Sydney data platform had more than 380 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 more than 100 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.

#### **C40**

C40 is a global network of 96 member cities that collaborate, share knowledge, and drive meaningful, measurable, and sustainable action on climate change. Sydney has been a member since 2007. City staff participate in a number of networks on specific topics and join webinars to share learnings with other cities. Staff can also access guidance and resources on best practice in city-led climate action.

#### **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 jointly managed by the City and the respective universities, with task groups 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 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 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.

### **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 accommodation and entertainment 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 Jamison Sydney, Art Gallery of NSW, Australian Museum, Australian National Maritime Museum, Disney Studios, EVT cinemas and hotels, Grace Hotel, Hilton Sydney, Furama Darling Harbour, Hyatt Regency, InterContinental Hotel Sydney, International Convention Centre Sydney, Merlin Entertainments, Museum of Applied Arts and Sciences, Museum of Contemporary Art, Park Royal Sydney, Pier One, Salter Brothers, Schwartz Family Co, Shangri-La, Sheraton Grand Hyde Park, State Library of NSW, Sydney Fish Market, Sydney Harbour Marriott, Museums of History, Sydney Opera House, TFE Hotels, The Langham, The Star Entertainment Group, YHA Australia and Pro-Invest. Associate members are Business Events Sydney, Earthcheck, Green Building Council of Australia, My Green Butler, NABERS, OzHarvest, Accommodation Australia, Tourism and Transport Forum, Good Environmental Choice Australia, Destination NSW and Eco-Tourism.

### **Innovation District Alliance**

The City of Sydney is a member of the Innovation District Alliance, a coalition of government, private sector and university stakeholders representing innovation precincts across Sydney. The alliance is focused on place-based economic development that builds on the cumulative

strengths of NSW's innovation network. The group meets monthly and in 2025 provided a signed shared submission to the NSW Government requesting funding to give effect to the NSW Innovation Blueprint.

### **Joint use of facilities memorandum of understanding and project deeds 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 project deeds are in place for joint use of sporting facilities and community spaces. These deeds 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 multipurpose sports courts, a multipurpose 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. It includes a community hall, a multipurpose court, courtyard and multipurpose community spaces. The school will open in late 2025.

### **SSROC Procure Recycled – Paving the Way initiative**

The Procure Recycled memorandum of understanding (MOU) focuses on working together to develop a framework for regional procurement of recycled material in infrastructure. Under the MOU the City, 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 working with the tyre industry to make incorporating crumb rubber from old tyres a viable inclusion into asphalt mixes.

### Regional waste working group

The City works closely with the Southern Sydney Regional Organisation of Councils (SSROC) and 11 of its participating councils to implement a regional waste strategy and actions. The City's CEO is the chair of the waste working group.

In December 2023 the City, as part of SSROC and Resilient Sydney, other regional organisations of councils and the NSW EPA, formed the Greater Sydney Waste Leadership Forum. The forum met 4 times in 2024 and culminated in a NSW Circular Economy Summit, hosted by NSW Environment Minister Penny Sharpe and NSW Environment Protection Authority CEO Tony Chappel. The focus of the summit was an acknowledgement of reducing availability of landfill and the lack of clear planning pathways for new waste and recycling infrastructure development. The first chapter of the draft NSW Waste and Circular Infrastructure Plan was released in May 2025.

These projects were also completed by the SSROC working group in 2024/25:

- created and facilitated, through a NSW EPA grant, Retread: Bike Reuse and Recovery Project to support councils to host bike collection events, bike repair workshops and free bike check-up and tune stations
- curated and hosted a Buying In Buying Back summit in April 2025 for industry and councils about the processing and subsequent use of products derived from organic waste
- partnered with Product Stewardship of Excellence to carry out research and advocacy project investigating stewardship pathways for large household appliances, including

whitegoods such as refrigerators, freezers, washing machines, dryers and dishwashers

- developed resources for staff and executives on available and potential residual waste treatment options
- coordinated and chaired metropolitan Sydney textiles steering group to deliver Textiles Action Plan
- coordinated responses to state and federal consultations about the new soft plastics stewardship application to the Australian Competition and Consumer Commission, NSW draft Infrastructure Plan, NSW Energy from Waste Options Paper
- facilitated discussions with NSW EPA on temporary storage areas for disaster recovery planning.

### Sydney Harbour and Cooks River coastal management programs

The Outer Sydney Harbour coastal management program project is managed by the Sydney Coastal Council Group (SCCG) in collaboration with councils and other stakeholders across the catchment. This coastal management program builds on earlier work completed under the Greater Sydney Harbour coastal management program. In late 2024/25 SCCG appointed consultants to carry out technical studies.

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 2024/25 the project team began to develop mitigation options for the hazards that were identified in the previous stage of the project.

### 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 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. One of the key objectives of the partnership is to work collaboratively to improve the sustainability of Sydney's commercial buildings and to help facilitate the achievement of Sydney's environmental targets, including net zero carbon emissions by 2035. 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, Lendlease, the City of Sydney, DEXUS Property Group, the GPT Group, Investa Property Group, Mirvac, ISPT, 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 free, national program supporting Australian businesses to simplify and structure their journey to net zero.

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 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 Port Phillip, City of Yarra, City of Ballarat and the NSW Government (NABERS).

### **Residential Apartments Sustainability Reference Group**

The City leads a residential apartments sustainability reference group which was established in 2014. Its purpose is to inform, coordinate and advocate to achieve better sustainability and resilience outcomes in the strata residential sector.

Organisations represented include Ausgrid, Australian Resident Accommodation Managers Association, City Futures Research Centre, City of Melbourne, Facilities Management Association, Homes NSW, Jemena Gas, NSW Department of Climate Change, Energy, the Environment and Water, NSW Department of Customer Service, NSW Department of Planning, Housing and Infrastructure, NSW Fair Trading, Owners Corporation Network, PICA Group, Strata Community Australia NSW and Sydney Water.

### **World Cities Culture Forum**

The World Cities Culture 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 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 2024 summit was held in Dubai, Saudi Arabia from 30 October to 1 November under the theme 'Tomorrow's Culture: How Will The Next Generation Shape Our World?'

The forum has also invested in other initiatives between summits. The latest initiative was the publication of the Creative Land Trust Handbook and the inaugural Creative Land Trust Summit held in San Francisco in May 2025. The City participated in the summit and contributed to the handbook.

### **Homes NSW**

The City of Sydney and Homes NSW work together to improve services, safety and amenity for social housing residents in the local area.

The City of Sydney is a member of the Waterloo Human Services Collaborative, chaired by Homes NSW, Counterpoint Community Services and NSW Health. City staff attend all Homes NSW Neighbourhood Advisory Boards in the local area, including chairing the Waterloo Wellbeing Safety Action Group and attending the Waterloo Redevelopment Group.

Monthly meetings are hosted with Homes NSW for updates on the Waterloo redevelopment, resident relocations and supports.

Social housing operational meetings with Homes NSW are hosted by the City and held monthly to respond to operational and systemic issues including cleansing and waste, rodent management and other health, wellbeing 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 local 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 monthly and has a yearly summit in a host-city. Recent years have focused on shared strategies for mitigating the ongoing 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, 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, prevent and reduce violence. This includes producing domestic and family violence prevention and ally training for residents in the local area 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 forums included discussions led by the Aboriginal Women's Advisory Network, Wirringa Baiya Aboriginal Women's Legal Centre, Asylum Seekers Centre and Immigration Advice and Rights Centre. This year's work focused on primary prevention and building a whole of community response to address gender-based violence and economic safety.

## Department of Communities and Justice

In 2024/25 the City produced programs under a funding agreement with the 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. In 2024/25 the City's programs and initiatives included Connect Sydney skills and capacity building (including a dedicated workshop series for Aboriginal and Torres Strait Islander organisations and communities), Youth Week, and Youth Opportunities training, co-design and skill development.

## 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 (HART) is made up of

Homes NSW, the City 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 annually in April. Each year the City 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 the festival each year and provides older people 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.

## Equal employment opportunity

### **NSW Local Government (General) Regulation 2021 s 217 (1) (a9)**

The City takes its equal employment opportunity (EEO) obligations seriously. The City is an organisation that is recognised for its efforts in diversity and inclusion. In 2024/25 the following initiatives were carried out.

The City continued to achieve its actions in the people strategy 2022–2026 which is underpinned by an EEO, diversity and inclusion action plan.

The City continued its dedicated support for Aboriginal and Torres Strait Islander employees and communities. The Stretch Reconciliation Action Plan (RAP) 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.

In line with the Aboriginal and Torres Strait Islander workforce strategy, the City worked to improve Aboriginal and Torres Strait Islander employment outcomes through recruitment, engagement, career development and retention. The City achieved its 2024 Stretch RAP target of 3.5% Aboriginal and Torres Strait Islander employment. Aboriginal and Torres Strait Islander cultural awareness training was implemented, with all employees due to complete this training by end of September 2025.

The City began developing an anti-racism framework for all employees, to be launched in 2025/26. Work completed to date included executive briefing sessions, executive learning and development, employee consultation and the development of draft action-oriented goals.

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 – culturally diverse employee network, Young Professionals network and the renewed InclusiveCity – network for people with disability.

Multiple events were held to improve awareness and understanding of issues relevant to the City's diverse employees.

- In February, 120 employees joined a Lunar New Year lunch featuring artists Andrew Yee and Chrissy Lau, deepening cultural awareness.
- In March, 180 staff attended International Women's Day under the theme "For ALL women and girls," with keynote Div Pillay highlighting barriers faced by diverse women. Feedback showed employees felt encouraged to reflect on careers, self-worth, and networks.
- April's City Pride event at Qtopia welcomed new starters with a keynote from Chantell Martin and a performance by Coco Jumbo, reinforcing allyship and inclusion.
- In May, 130 staff marked World Day for Cultural Diversity with Luli Adeyemo's keynote on difference as strength. A Domestic and Family Violence Prevention Month session engaged 45 employees, with 90% reporting improved knowledge and confidence.
- National Reconciliation Week saw the launch of the Stretch Reconciliation Action Plan, supported by Aboriginal and Torres Strait Islander staff.
- City Pride also marked LGBTIQ+ Domestic Violence Awareness Day with a program on healthy cultures, policy updates, and support services.

Alongside these major events, ongoing initiatives continued to engage staff. Young Professionals Network hosted quarterly sessions on career development and intergenerational perspectives, with panels of senior leaders sharing career journeys and discussing workplace preferences. City Women ran Mindful Art sessions every 2 months, encouraging mindfulness through creative activities. A special NAIDOC Week weaving session led by artist Nikita Hickey gave employees an opportunity to connect while learning new skills.

In 2024/25 the City provided the following programs to raise awareness of diversity, inclusion and EEO, and to build skills for employees and managers.

<b>Program name</b>	<b>Number of employees</b>
Aboriginal and Torres Strait Islander cultural awareness program	973
Aboriginal and Torres Strait Islander cultural awareness program – face to face	132
Access and inclusion – Disability (MAJEV)	17
Cultural safety workshop	51
Diversity and inclusion at the City of Sydney	379
Hidden Disabilities Sunflower	494
Inclusion (Disability) Awareness eLearning	278
Let's Talk Disability – Disability awareness and inclusion training	16
Voices of Oxford Street	7
Webinar – Building resilience and preventing burnout: strategies for thriving in demanding times	9
Webinar – Embracing neurodiversity: A strengths-based approach	20
Managing mental health risks at work	214
Managing psychosocial hazards in the workplace	68
Mental health first aid	59
Workers with mental health illness – A practical guide for managers	6
<b>Total</b>	<b>2,723</b>

The City enhanced its approach to employ Aboriginal and Torres Strait Islander candidates, people with disability, and young people holding refugee status who continue to face barriers to employment through various measures, including earning Disability Confident Recruiter status for successive years, ensuring Aboriginal and Torres Strait Islander representation on recruitment panels, and fast-tracking applicants to interview.

The City continued 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 peoples and people with disability.

Key relationships developed to support equal employment opportunities included:

- 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.

## General manager remuneration

### NSW Local Government (General) Regulation 2021 s 217 (1) (b)

The total remuneration comprised in the remuneration package of the general manager (CEO) in 2024/25 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	\$58,821
(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	\$154

## Senior staff remuneration

### NSW Local Government (General) Regulation 2021 s 217 (1) (c)

The total remuneration comprised in the remuneration packages of all senior employees (other than the general manager) employed during the year 2024/25 is below. This is expressed as the total remuneration of all the senior employees concerned (not individuals) and includes totals below.

Description	Amount
(i) the total value of the salary component of the package	\$2,896,314
(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	\$393,329
(iv) the total value of any noncash benefits for which any of them may elect under the package	\$40,766
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	\$21,530

## Persons performing paid work

### NSW Local Government (General) Regulation 2021 s 217 (1) (d)

Details of persons performing paid work for the City of Sydney on Wednesday 4 December 2024 are below.

On 4 December 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	2,250
(ii) persons employed by the Council as senior staff members <sup>17</sup>	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 <sup>18</sup>	286
(iv) persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	2

## Stormwater charge

### NSW Local Government (General) Regulation 2021 s 217 (1) (e)

In 2024/25, the net income received by the City from the stormwater levy was \$2,135,648. In this period, the City delivered stormwater management services mainly in 2 categories:

1. Planning, construction and maintenance of drainage systems
2. Planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and raingardens

The City's total capital expenditure on drainage and stormwater treatment projects was \$8,138,074. The City also spent \$179,574 on maintenance of gross pollutant traps to remove and dispose of pollutants captured from the stormwater network.

In 2024/25, the City completed the below stormwater treatment measure works, including renewal, upgrade and new stormwater treatment assets.

Work location	Drainage work
Broughton Street, Glebe	New gross pollutant trap
Wolseley Grove, Zetland	Raingarden renewal
Hutchinson Walk, Zetland	Raingarden renewal
Morris Grove, Zetland	Raingarden renewal

<sup>17</sup> Executive staff inclusive of the CEO and directors

<sup>18</sup> Includes agency personnel engaged through labour hire/employment services providers. Excludes personnel employed by companies that tender for City of Sydney major services contracts



<b>Work location</b>	<b>Drainage work</b>
Levy Walk, Zetland	Raingarden renewal
Leyland Grove, Zetland	Raingarden renewal
Crown Street, Surry Hills	Raingarden renewal
Myrtle Street, Chippendale	Raingarden renewal

The City completed the below stormwater drainage works.

<b>Work location</b>	<b>Drainage work</b>
Abercrombie Street, Darlington	Drainage renewal
Bourke Street, Surry Hills	Drainage renewal
Burton Street, Darlinghurst	Drainage renewal
Christies Lane, Zetland	Drainage improvement
Cooper Street, Waterloo	Drainage renewal
Gardeners Road, Rosebery	Drainage renewal
Joynton Avenue, Zetland	Drainage improvement
Judge Street, Woolloomooloo	Drainage improvement
Leichhardt Street, Darlinghurst	Drainage renewal
Lower Avon Street, Glebe	Drainage renewal
McAlister Lane, Chippendale	Drainage improvement
McDonald Street, Potts Point	Drainage renewal
Orwell Street, Potts Point	Drainage renewal
Crooks Lane, Newtown	Drainage improvement
Potter Street, Waterloo	Drainage renewal
Primrose Avenue, Rosebery	Drainage renewal
Railway Lane, Newtown	Drainage renewal
Regent Street, Paddington	Drainage renewal
Reserve Street, Beaconsfield	Drainage renewal
Rochford Street, Erskineville	Drainage renewal
Thomas Street, Haymarket	Drainage renewal



Work location	Drainage work
Wentworth Avenue, Surry Hills	Drainage renewal
Wentworth Park Road, Glebe	Drainage renewal

The City completed or partially completed planning for the below future drainage and stormwater treatment measure works, including investigations, CCTV inspections and design solutions.

Work location	Drainage work
Elizabeth Street, Redfern	Investigation and design
Botany Road, Alexandria	Investigation and design
Curtin Place, Sydney	Investigation and design
Gerard Street, Alexandria	Investigation and design
Minogue Crescent, Forest Lodge	Investigation and design
Victoria Street, Potts Point	Investigation and design



Image 7. New gross pollutant trap under construction, Broughton Street, Glebe. Photo by Adrian Smit / City of Sydney

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## Coastal protection charge

### **NSW Local Government (General) Regulation 2021 s 217 (1) (e1)**

The City did not levy an annual charge for coastal protection services in 2024/25.

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## Companion animals

### **NSW Local Government (General) Regulation 2021 s 217 (1) (f) and NSW Companion Animals Act 1998**

The City's activities 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 2024 to 30 June 2025, 177 animals were collected by the City from streets in the local area (46 cats and 131 dogs).

Of these, 22 dogs and 2 cats were returned to their owners without being impounded. 148 animals were transferred to the Sutherland Shire Council Animal Shelter and 5 dogs

were transferred to other facilities. The City has a shared services agreement with the shelter to care for impounded animals.

Of the animals at the shelter during the year:

- 5 cats and 45 dogs were reclaimed by their owners
- 2 cats and 1 dog were euthanised due to illness or poor suitability for rehoming due to temperament
- 52 cats and 60 dogs were rehomed by animal shelter employees.

##### Dog attacks

There were 147 reported dog attacks in the City of Sydney area in 2024/25 resulting in:

- 29 penalty notices
- 8 cautions (minor incidents)
- 64 had no action taken due to the offending dog not being able to be identified
- 46 are still under investigation
- 6 menacing dog orders
- 4 dangerous dog orders
- 4 nuisance dog orders
- 4 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](http://cityofsydney.nsw.gov.au/dog-parks-in-sydney) and displayed on the below map.

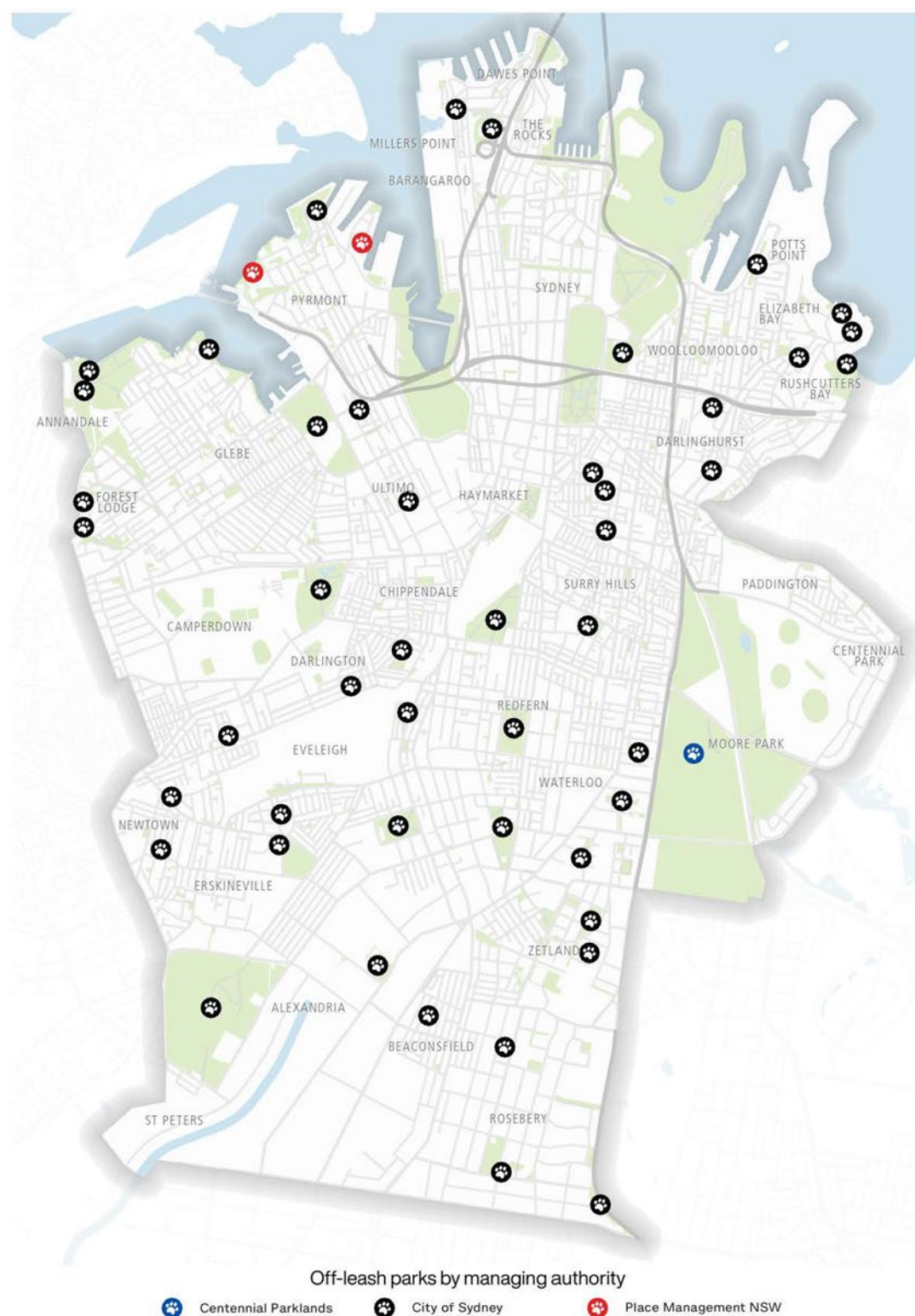


Figure 1. Off leash dog parks in the City of Sydney local area



### 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 educational material to residents about responsible pet ownership, 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

#### Butterscotch Park responsible pet ownership pop-up event

On 9 November 2024, the City set up a responsible pet ownership tent in Butterscotch Park with a focus on ensuring dog owners were aware that the park is on-leash and to ensure they are aware of the responsibility of picking up and disposing of dog waste in the area. Educational material handed out on the day included:

- keeping dogs on-leash when not in a designated off-leash area
- picking up dog waste.

On the day, 10 pet owners were assisted with updating information on the NSW Pet Registry including:

- 6 owner details updated, including pet registration
- 4 change of address applications.

Handouts included:

- 69 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
- 3 responsible cat ownership bags with information about responsible cat ownership and 2 cat toys.

#### Councils United for Pets

Councils United for Pets (CUPS) is a group of councils from all over NSW that meet to discuss legislative changes, share information on programs and grants that are being offered and services available to pet

owners. Meetings are held quarterly and hosted by a different council. The City hosted the CUPS meeting held on 25 March 2025.

The City organised guest speakers from the pet industry and the Office of Local Government (OLG) presented a session on feedback on the discussion paper for the Companion Animals Act review. 90 people attended the meeting – 55 people attended face to face and 35 people attended remotely.

#### Uni Vets and City Pets pop-up event

On 16 November 2024, the City collaborated with the University Veterinary Teaching Hospital Sydney to host a free vaccination pop-up event.

The aim of the pop-up event was to reach residents with pension or healthcare cards, who live in the local area, struggling to afford pet care. Of the 63 animals seen on the day, 53 received free vaccinations.

Through this event, 8 dogs and 6 cats were desexed, and 3 dogs and 1 cat were microchipped for free.

#### Northcott Surry Hills and Redfern and Waterloo pet days

Northcott Pet Day was held in September 2024 and Redfern Waterloo Pet Day was held in June 2025.

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.

In 2024/25, 16 dogs and 26 cats were desexed, while 38 dogs and 55 cats were microchipped for free through the City's pet day services.

### Promoting desexing and microchipping

The City continues to have a partnership with 3 local veterinary clinics and the Cat Protection Society of NSW to provide subsidised pet desexing for pet owners under the City's subsidised pet desexing and microchipping 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 subsidised amount to the clinic and the City funds the remainder of the cost.

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 City's pet day events.

#### Dogs

For dog owning residents with pensioner concession or health care cards, the City provides subsidised desexing and microchipping year-round. Residents can have their male dogs desexed and microchipped for \$147 and \$202 for a female dog.

In total 3 dogs were desexed and 4 were microchipped as part of the subsidised desexing and microchipping program.

#### Cats

To assist residents on low incomes or pensions, the City has been working with the Cat Protection Society of NSW and the University Veterinary Teaching Hospital Sydney to provide a subsidised desexing service. Residents can have their cats desexed and microchipped for \$57.

In 2024/25, 4 cats were desexed and 4 were microchipped as part of the subsidised desexing and microchipping program.

#### Total number of animals desexed and microchipped

Under the City's program and pet day events, a total of 36 cats were desexed and 60 cats were microchipped, while 27 dogs were desexed and 45 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. 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, and, as a result, has reduced the number of complaints about unowned cats, in the area.

#### **Street cat rehoming program**

In 2024/25 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 42 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 2024/25 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 6 owners and dogs undergoing training, with 2 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 2024/25 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 2 dogs and 1 cat. All of the animals have now been reunited with their owners. The City allocated \$1,364 of funding towards this program.

### **Strategies**

The City has a shared services agreement with the Sutherland Shire Council to use its 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's weekly employee newsletter.



Image 8. A man with his dog. Photo by Jake Duczynski / City of Sydney

### Companion animal services financial report

The City spends more than \$300,000 annually on companion animal services, for which the NSW Office of Local Government (OLG) provides a rebate to cover specified companion animal services.

In 2024/25 the City spent \$154,167.15 on those services specified by the OLG. Details of that expenditure is below. In 2024/25 the City received a rebate of \$39,412 from the OLG.<sup>19</sup>

Program	Amount spent
Pet desexing for cats and dogs – includes Pet Day and UVTHS Pop up events, subsidised pet desexing program and cat desexing and microchipping <sup>20</sup>	\$18,495.40
Glebe cat program – cost for food, parasite control and veterinary care	\$8,194.34
Street cat rehoming program – funding for desexing, microchipping, vaccination and veterinary care for kittens rehomed and rescued	\$9,708.60
Uni Vets and City Pets pop-up event – cost for vaccinations and booster vaccination services	\$4,226.00
Northcott Pet Day 2024 – cost to run the event including event company, health check forms, treats, flea and worming supplies, and vaccines	\$31,149.05
Councils United for Pets (CUPS) meeting – catering	\$3,612.00
Redfern and Waterloo Pet Day – event company hire, health check forms, treats, flea and worming supplies, and vaccines	\$50,515.99
Face painters for Sutherland Shire Council Animal Shelter Open Day	\$618.75
Assistance dog program – application fees, training and public access tests	\$4,400.00
Promotional material for companion animal events – collars, leashes, dog waste dispensers, bags, bowls, enrichment toys, Google Ads to promote the shelter, animal transport vehicle livery, and pet tags	\$14,691.32
Training and equipment for rangers for the management and control of companion animals	\$8,555.70
<b>Total</b>	<b>\$154,167.15</b>

<sup>19</sup> Note the OLG's rebate is not always paid in the year the expenditure is incurred

<sup>20</sup> Includes invoices from the previous financial year receipted in 2024/25 financial year



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## Environmental upgrade agreements

### **NSW Local Government Act 1993 s54P (1)**

The City fulfilled all its obligations and concluded 2 environmental upgrade agreements in 2024/25.

These agreements enable building owners to access finance through a tripartite agreement between a building owner, a finance provider and the Council. The NSW Government is no longer actively supporting these agreements due to low uptake over time and other forms of finance being available. The environmental upgrade agreement policy was rescinded by Council with the adoption of the Environmental Strategy 2025–2030 in June 2025. The Environmental Strategy 2025-2030 can be viewed and downloaded at [cityofsydney.nsw.gov.au](https://cityofsydney.nsw.gov.au)

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## 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 (later the Greater Cities Commission) in March 2020.

This City of Sydney planning statement sets out a 20-year land use vision. It balances 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 2024/25.

### **Infrastructure 1 – Movement for walkable neighbourhoods and a connected city**

The City progressed or finalised planning proposals that deliver through site links at 383 Kent Street, Sydney, 232-238 Elizabeth Street, Surry Hills, 56 Pitt Street, Sydney and O'Connell Street Precinct, Sydney.

The City has adopted updated planning controls that 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 adopted to support bicycle parking, electric vehicle charging and freight and servicing.

### **Infrastructure 2 – Align development and growth with supporting infrastructure**

The City exhibited a new contributions plan for Pyrmont as part of the implementation of the NSW Government's Pyrmont Peninsula Place Strategy and a review of the planning controls.

The City executed 12 new planning agreements. The agreements will deliver new and upgraded public infrastructure including widened footpaths, new roads, new laneways and extensions to parks in Alexandria, Beaconsfield, Glebe, Rosebery, Surry Hills, Woolloomooloo and Zetland.

### **Infrastructure 3 – Supporting community wellbeing with social infrastructure**

Planning for Pyrmont Peninsula identified social infrastructure and open space to support the community's needs.

### **Liveability 1 – A creative and socially connected city**

The City prepared new planning controls to manage entertainment sound which ensures new residential development is built so residents are protected from existing noise in the neighbourhood. Council also resolved to establish special entertainment precincts to encourage live performance. The City has proposed to heritage list 3 places of social significance to LGBTIQ+ communities in the Oxford Street precinct with 3 more places under investigation.

### **Liveability 2 – Creating great places**

The City exhibited new planning controls and a contributions plan for Ultimo–Pyrmont in response to the NSW Government's Pyrmont Peninsula Place Strategy. The new planning controls facilitate opportunities to increase publicly accessible open space, widen footpaths, accommodate more than 250 new trees, 2,000 square metres of new green roofs, and minimise overshadowing to existing residents and important public parks and places.

Council approved planning control updates including new and improved controls for green roofs, tree planting and protection of sunlight in Gunyama Park and Cook + Phillip Park.

Council approved for exhibition proposed heritage listings for 9 modern period residential flat buildings, 3 buildings with social significance in Chinatown and an expansion of the listing of the Powerhouse Museum.

### **Liveability 3 – New homes for a diverse community**

The City exhibited draft planning controls for Ultimo–Pyrmont to assist in accommodating the 4,100 homes targeted by the NSW Government Pyrmont Peninsula Place Strategy. It includes increases in floor space and height for residential flat buildings, mixed use developments and small lot housing.

Council approved and finalised new planning controls to support the availability and diversity of housing in the local area in response to a trend for redevelopment of existing apartment buildings with smaller

dwelling for new apartment buildings that have larger and fewer dwellings.

The City carried out a review of the affordable housing contribution rates. Council approved draft changes to the affordable housing program and planning controls. These simplify a rezoning contribution requirement to a consistent rate, enable Council to require a rezoning contribution be satisfied through the dedication of built dwellings, and increase the equivalent monetary contribution rates.

At June 2024, the City of Sydney is on track to meet its targets under the housing strategy, with 41% of the 2036 dwelling target achieved with 22,947 dwellings built. Another 16,261 dwellings are in the pipeline. The built and pipeline dwellings make up 70% of the 20-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 progressed 3 site specific planning proposals under the planning strategy throughout the year. The proposals facilitate more productive floor space, protect the quality of public spaces, provide shared loading docks for surrounding businesses and have higher sustainability targets consistent with the strategy. The proposals are for 383 Kent Street, 56 Pitt Street and the O'Connell Street precinct.

### **Productivity 2 – Developing innovative and diverse business clusters in city fringe**

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 3 planning proposals for sites on the eastern edge of Central Sydney to provide more work space for innovation and creative businesses. These proposals include sites on Elizabeth and Kippax 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's planning controls continue to protect industrial and urban services in the Southern Enterprise Area.

### **Sustainability 1 – Protecting and enhancing the natural environment for a resilient city**

The City adopted 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.

### **Sustainability 2 – Creating better buildings and places to reduce emissions and waste and use water efficiently**

New planning controls for water efficiency in non-residential buildings as well as requirements for electric indoor appliances in

new residential buildings have been adopted as part of the update to the Local Environmental Plan and Development Control Plan.

Following community and industry consultation through a discussion paper, Council approved the exhibition of draft controls for new medium to large offices, hotels and serviced apartments to be all-electric.

### **Sustainability 3 – Increasing resilience of people and infrastructure against natural and urban hazards**

The City's floodplain management controls have been updated 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 continues to collaborate with a range of organisations in its planning functions on housing, including Resilient Sydney and the Southern Sydney Regional Organisation of Councils.

## 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 2024/25.

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 <sup>2</sup> 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 108m <sup>2</sup> of land for widened footpath and a monetary contribution of \$412,639 towards community infrastructure	02/07/2020
VPA/2023/6	132-138 McEvoy Street	Alexandria	Stormac Pty Ltd	D/2023/267 – dedication and embellishment of 108m <sup>2</sup> of land for widened footpath and a monetary contribution of \$397,904 towards community infrastructure in Green Square	8/10/2024
VPA/2019/7	135-139 McEvoy Street	Alexandria	Ms Judith Adrienne Adler	D/2018/1581 – dedication of 94m <sup>2</sup> 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 <sup>2</sup> land, embellishment for footpath widening and green link 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 <sup>2</sup> 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 <sup>2</sup> of land embellishment for footpath widening	04/12/2018
VPA/2020/10	15-17 William Street	Alexandria	Mrs Katharine Jackson and Mrs Georgia Findlay and Mr David William Findlay	D/2020/1059 – monetary contribution of \$230,109 towards community infrastructure in the Green Square urban renewal area	26/05/2025
VPA/2013/73	158 Botany Road	Alexandria	Denning Real Estate Pty Ltd	D/2014/201 – dedication and embellishment of 163.5m <sup>2</sup> of land for footpath widening and monetary contribution \$227,174 towards community infrastructure	14/09/2017
VPA/2024/8	158 Botany Road	Alexandria	Denning Real Estate Pty Ltd and Blueshore Development Group Pty Ltd	D/2023/1012 and D/2024/803 – land dedication for future laneway, landscaping to road widening and future laneway, and a monetary contribution to Green Square community infrastructure	18/06/2025
VPA/2018/2	200 Bourke Road	Alexandria	Equinix Australia Pty Ltd	D/2017/1797 – dedication of 2,244m <sup>2</sup> 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/2023/13	216-220 Wyndham Street	Alexandria	City West Housing Pty Ltd	D/2023/884 – dedication and embellishment of 126m <sup>2</sup> of land for footpath widening to McEvoy Street, embellishment and transfer of 318m <sup>2</sup> of land for future shared zone laneway and a monetary contribution of \$268,563 towards community infrastructure in Green Square urban renewal area	19/11/2024
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 <sup>2</sup> 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 <sup>2</sup> 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/2024/7	27-31 Doody Street	Alexandria	The Trust Company (Australia) Ltd	D/2024/238 – dedication of land and construction of a liveable green network and a 6m wide through-site link	10/04/2025
VPA/2022/13	28 Bourke Road	Alexandria	Centuria Prime Partnership No. 2 Pty Ltd	SSD-38600121 – dedication of land and construction of a widened footpath to the Bourke Road frontage, the embellishment and future transfer of land for new public roads and a	15/08/2024

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
				monetary contribution of \$292,372 towards community infrastructure in the Green Square urban renewal area	
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
VPA/2018/25	290-294 Botany Road	Alexandria	Angreb Pty Ltd and Sentra Investments Pty Ltd	D/2018/1500 – dedication of 102m <sup>2</sup> 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 <sup>2</sup> of land for transport plaza and 150.5m <sup>2</sup> 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 <sup>2</sup> of land for footway widening to Botany Road and O'Riordan Street and a monetary contribution of \$740,433 towards community infrastructure in Green Square	26/08/2020



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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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
VPA/2019/15	338 Botany Road	Alexandria	SGCH Portfolio Ltd	D/2019/87 – dedication and embellishment of 74m <sup>2</sup> 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 <sup>2</sup> for footpath widening and 337m <sup>2</sup> for future road widening	12/10/2018
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 <sup>2</sup> for footpath widening and future green link, construction of widened footpath and monetary contribution of \$321,160 for community infrastructure	02/07/2019
VPA/2019/26	59-99 Belmont Street	Alexandria	Aqualand Belmont Development Pty Ltd	D/2019/1249 – dedication and embellishment of 34.48m <sup>2</sup> of land for pedestrian footpath and cycleway and a monetary contribution of \$425,146.50 towards community infrastructure in Green Square	21/09/2021

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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/2021/12	110 Victoria Street	Beaconsfield	Taren Point Pty Ltd	D/2021/1054 – monetary contribution of \$36,100 towards community infrastructure in Green Square	27/08/2024
VPA/2024/10	95 Victoria Street	Beaconsfield	Victoria Street Invest Pty Ltd	D/2024/920 – monetary contribution of \$32,775 towards community infrastructure in Green Square	12/05/2025
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
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	Erskineville	Golden Rain Development Pty Ltd	D/2015/154 – dedication of 2,309.5m <sup>2</sup> 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 Street, 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/2022/1	357 Glebe Point Road	Glebe	Vision Land Glebe Pty Ltd	D/2021/711 – dedication and embellishment for footway widening to Ferry Lane	05/05/2025
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 Street Pty Ltd	D/2020/1387 – securing the allocation of 403m <sup>2</sup> heritage floor space or a monetary contribution to the heritage conservation fund	11/06/2024
VPA/2021/1	413-415 Sussex Street	Haymarket	Elegant Dixon Property Pty Ltd	D/2020/1386 – allocation of the upper floors of the heritage building, including contents for a public purpose that recognises the heritage significance and connections with the Chinese migrant community	22/02/2022
VPA/2022/5	757-759 George Street	Haymarket	Samprian Pty Ltd	Planning proposal – monetary contributions to community infrastructure, public art and heritage conservation works	26/04/2023

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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
VPA/2016/23	6 Baptist Street	Redfern	Surry Hills Project Pty Ltd	X003324 – planning proposal – land dedication and embellishment of 1,389m <sup>2</sup> 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	16 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/2024/6	22-40 Rosebery Avenue	Rosebery	Georgia Mackenzie Pty Ltd and Filetron Pty Ltd	SSD-49320959 – dedication and embellishment of 731m <sup>2</sup> of land for a new laneway, creation of a public access easement for a through site link and a monetary contribution of \$3,989,557 towards community infrastructure in Green Square urban renewal area	02/04/2025
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 62.9m <sup>2</sup> 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 <sup>2</sup> 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/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 <sup>2</sup> and construction of new park, roads, cycleway and modification of the intersection at Epsom and Link roads	16/09/2011
VPA/2023/14	232-236A Elizabeth Street	Surry Hills	Stasia Holdings Pty Ltd	Planning proposal – construction and dedication of a pedestrian laneway between Reservoir Street and Foster Lane	13/03/2025
VPA/2016/17	1 Alfred Street	Sydney	Lendlease (Goldfields Residential) Pty Ltd and Lendlease (Goldfields Hotel) Pty Ltd	D/2015/1049 – dedication of 400m <sup>2</sup> of land and embellishment for footpath widening, pedestrian through site links and public art	30/03/2017

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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 cafe. Installation of public art on the George Street plaza. The leasing of 3 floors in the commercial tower as a business innovation space	25/07/2016
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

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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2013/68	33 Alfred Street	Sydney	Kent Street Pty Ltd and QQT Investment 1 Pty Ltd and Qqt Investment 2 Pty Ltd and others	Planning proposal – S088527 and S106946 – construction of public domain work, through site links, dedication of air stratum, public access easements, heritage conservation work, public art and a monetary contribution towards other public domain renewal works	02/06/2014
VPA/2022/10	331-337 Kent Street	Sydney	333 Kent St Pty Ltd	D/2021/35/A – securing the allocation of 1,037m <sup>2</sup> 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
VPA/2015/49	505-523 George Street	Sydney	CFT No 4 Pty Ltd	S121075 – planning proposal – childcare facility 2,600m <sup>2</sup> , community meeting facility 250 m <sup>2</sup> , 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
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



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VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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/2013/57	485-501 Wattle Street	Ultimo	West Apartments Pty Ltd	D/2002/971 – dedication of 81m <sup>2</sup> 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 <sup>2</sup> land for footpath widening and a monetary contribution of \$308,588 towards community infrastructure in Green Square	31/10/2022
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 <sup>2</sup> 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 Ltd	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 <sup>2</sup> of land to deliver new public infrastructure including Archibald Avenue, Reed and Tung Hop streets and Hatbox Place	08/08/2017
VPA/2013/49	857 South Dowling Street	Waterloo	Summerside Group Pty Ltd	D/2012/186 – dedication and embellishment of 110.64 m <sup>2</sup> of land for footpath widening and landscaping, a monetary contribution of \$160,987.47 towards public domain improvements in the local area and a monetary contribution of \$58,850 towards community infrastructure in the Green Square town centre	12/05/2015
VPA/2020/1	881-893 Bourke Street	Waterloo	Jeffman Pty Ltd and Red Breast Pty Ltd	D/2020/45 – dedication and embellishment of 6,901 m <sup>2</sup> of land for new east-west road, pedestrian links, shared zones, public park and footway widening to Bourke Street	11/03/2022
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

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<b>VPA No.</b>	<b>Street address</b>	<b>Suburb</b>	<b>Party to the agreement</b>	<b>Description of works</b>	<b>Date executed</b>
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
VPA/2023/2	164-172 William Street	Woolloomooloo	William Street Nominee Pty Ltd and Gwynvill Trading Pty Ltd and Kenmure Holdings Pty Ltd	D/2022/139 – dedication of 355m <sup>2</sup> of land and construction of new pedestrian laneway between Dowling Street and Judge Lane	12/09/2024
VPA/2013/43	13 George Julius Avenue	Zetland	Lincon Epsom Projects Pty Ltd	D/2015/913 – dedication and embellishment of 5,654m <sup>2</sup> 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 <sup>2</sup> 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 <sup>2</sup> 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

## Annual Report – Statutory Returns

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2023/4	130 Joynton Avenue	Zetland	Deicorp Projects (Joynton Ave) Pty Ltd	D/2024/514 – dedication of land and embellishment as new roads, parks and public domain including completion of Zetland Avenue, extensions of Grandstand and Victoria Park parades, George Julius, Ascot and, Defries avenues, Woolwash Park, Biyanbing Green and Zetland Avenue open space	29/01/2025
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 <sup>2</sup> 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 <sup>2</sup> for footway widening to Bourke Street and Botany Road, dedication of 231m <sup>2</sup> 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
VPA/2018/18	33A George Julius Avenue	Zetland	Karimbla Properties Pty Ltd	D/2019/976 – dedication of 3,126m <sup>2</sup> 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

## Annual Report – Statutory Returns

VPA No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
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 <sup>2</sup> of land for footpath, 189m <sup>2</sup> of land for the extension of Emanuel Lane and construction of a pedestrian path and cycleway, 1,965m <sup>2</sup> 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 <sup>2</sup> , construction of widened footpath and new road and a monetary contribution of \$837,541.50 towards community infrastructure	2/03/2019
VPA/2015/2	890-898 Bourke Street	Zetland	Baozheng Development Pty Ltd	D/2015/98 – land dedication of 210m <sup>2</sup> on Bourke Street for future footpath widening and monetary contribution of \$1,233,575 for community infrastructure	05/09/2016
VPA/2022/18	905 South Dowling Street	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 No.	Street address	Suburb	Party to the agreement	Description of works	Date executed
VPA/2023/10	905 South Dowling Street	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

## Development contributions – planning agreements

### Environmental Planning and Assessment Regulation 2021 cl 218A

#### Contributions received

Land, works and monetary contributions received through planning agreements in the year 2024/25 are below.

VPA No.	Address	Land (m <sup>2</sup> )	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2015/45	15 Bowden Street, Alexandria	75.40	\$15,080	Footway widening	–	–	–	–
VPA/2019/20	25 Bourke Road, Alexandria	343.00	\$68,600	Footway widening	Footway widening	\$124,166	–	–
VPA/2020/10	15-17 William Street, Alexandria	–	–	–	–	–	\$230,109	Community infrastructure in Green Square urban renewal area

## Annual Report – Statutory Returns

VPA No.	Address	Land (m <sup>2</sup> )	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2021/12	108-112 Victoria Street, Beaconsfield	–	–	–	–	–	\$36,100	Community infrastructure in Green Square urban renewal area
VPA/2024/10	95 Victoria Street, Beaconsfield	–	–	–	–	–	\$32,775	Community infrastructure in Green Square urban renewal area
VPA/2016/23	6 Baptist Street, Redfern	889.0	–	Footway widening and new road	–	–	–	–
VPA/2020/6	16 Rothschild Avenue, Rosebery	296.10	\$59,220	New pedestrian laneway	Pedestrian laneway	\$228,422	–	–
VPA/2018/11	888 Bourke Street, Waterloo	–	–	–	–	–	\$1,011,302	Community infrastructure in Green Square urban renewal area
VPA/2013/70	501-509 Botany Road, Zetland	673.60	–	Footway widening, new road and pedestrian link	–	–	–	–



## Annual Report – Statutory Returns

VPA No.	Address	Land (m <sup>2</sup> )	Attributed land value	Land purpose	Works in kind (WIK)	Attributed WIK value	Monetary contribution	Contribution purpose
VPA/2013/67	77-93 Portman Street, Zetland	–	–	–	Extension of Portman Lane	\$268,947	–	–
VPA/2013/43	106 Epsom Road, Zetland	111.60	\$22,320	Road widening	–	–	–	–
<b>Total</b>		<b>2,388.70</b>	<b>\$165,220</b>			<b>\$621,535</b>	<b>\$1,310,286</b>	

### Contributions expenditure

Expenditure of planning agreement monetary contributions in the year 2024/25 is below.

Purpose	Amount
City North public domain masterplan (including public domain in Bridge / Loftus Street vicinity)	\$13,000,000
Heritage Conservation Fund works to Hyde Park lighting, Chinatown Gates restoration, City Centre Sydney Square upgrade, public art restoration, and Hyde Park tree replacement works	\$6,341,190
Sydney University to Redfern station public domain improvements	\$2,000,000
Community infrastructure	\$1,291,299
New roads, stormwater drainage and facilities in the Green Square town centre and urban renewal area	\$650,000
George Street business innovation space – fitout works and operating costs	\$100,000
<b>Total</b>	<b>\$23,382,489</b>

## Development contributions – s7.11 contributions and s7.12 levies

### **Environmental Planning and Assessment Regulation 2021 cl 218A**

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.

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 2024/25 financial year was \$70,689,721, comprising monetary contributions of \$48,243,931 and works in kind of \$22,445,790.

### **Contributions expenditure**

The total amount of monetary contributions expended under contributions plans for 2024/25 financial year was \$48,243,931.

The below provides a breakdown of section 7.11, section 7.12 and section 61 contributions expended during the 2024/25 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.

## Annual Report – Statutory Returns

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	Cost funded by contributions
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS2	Embellishment – embellishment of acquired land, 0.45 ha approx.	Open space	\$1,645,138	\$3,145,138	Underway	100%
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS4	Upgrade – install shading at various existing playgrounds e.g. Oatley Road Reserve, Paddington	Open space	\$36,682	\$236,682	Underway	66% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS6	Acquisitions – southern precinct – 4.61 ha approx. – various locations	Open space	\$5,633,223	\$68,757,647	Underway	68% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS25	Embellishment – Drying Green, Zetland, 0.62 ha	Open space	-\$16,252 <sup>21</sup>	\$8,894,050	Complete	39% to date

<sup>21</sup> A correction due to finalisation of project costs resulted in credit adjustments to the contribution expenditure

## Annual Report – Statutory Returns

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	Cost funded by contributions
Central Sydney Development Contributions Plan 2015 (Section 7.11)	OS38	Upgrade – Alexandria Park community school – upgrade playing fields, subject to community support	Open space	-\$8,242 <sup>22</sup>	\$1,863,678	Complete	23% to date
Central Sydney Development Contributions Plan 2015 (Section 7.11)	TT68	New road – east-west relief route – west of Green Square town centre (land acquisition, 0.481 ha)	Traffic and transport	\$427,506	\$5,150,837	Future	100%
Central Sydney Development Contributions Plan 2015 (Section 7.11)	TT73	New road – east-west boulevard (Zetland Avenue) – within Green Square town centre (works)	Traffic and transport	\$355,796	\$7,775,978	Recoupment	96% to date
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	32	Embellishment – Harbour Village North Public Domain	Public domain	\$250,000	\$14,722,895	Recoupment	83% to date

<sup>22</sup> A correction due to finalisation of project costs resulted in credit adjustments to the contribution expenditure

## Annual Report – Statutory Returns

<b>Contributions plan (CP)</b>	<b>Project ID (per CP)</b>	<b>Project description</b>	<b>Type of public amenity or service</b>	<b>Monetary amount expended from development contributions</b>	<b>Contributions expended to date</b>	<b>Project status</b>	<b>Cost funded by contributions</b>
Central Sydney Development Contributions Plan 2013 (Section 61 City of Sydney Act)	33	Public domain improvements (principally footways) – Chinatown	Public domain	\$2,241,657	\$12,666,727	Recoupment	93% 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 southeast	Public domain improvements	\$10,000,000	\$22,000,000	Recoupment	10% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	16	Land acquisition – Town Hall Square	Public domain improvements	\$9,000,000	\$23,000,000	Recoupment	37% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	20	Redevelopment – Prince Alfred Park and Pool	Community facilities	\$6,759,649	\$8,759,649	Recoupment	41% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	26	Works package – Cook & Phillip Aquatic and Fitness Centre	Community facilities	\$1,000,000	\$1,000,000	Underway	93% to date

## Annual Report – Statutory Returns

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	Cost funded by contributions
Central Sydney Development Contributions Plan 2020 (Section 7.12)	28	Acquisition – Customs House	Community facilities	\$5,000,000	\$7,000,000	Recoupment	26% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	30	Cycleway – Liverpool Street	Roads, traffic and transport facilities	\$3,182,532	\$4,304,674	Recoupment	47% to date
Central Sydney Development Contributions Plan 2020 (Section 7.12)	32	Cycleway – Castlereagh Street, central and south	Roads, traffic and transport facilities	\$2,736,242	\$3,236,242	Recoupment	33% to date

## Annual Report – Statutory Returns

The following are non-monetary contributions (land and works in kind) received/recognised during 2024/25.

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 <sup>23</sup>	Contribution received to date	Project status	Cost funded by contributions
City of Sydney Development Plan 2015 (Section 7.11)	OS16	Dedication – McPherson Park, Erskineville, 0.74 ha	Open space	–	\$7,522,431	\$7,522,431	Future	0%
City of Sydney Development Plan 2015 (Section 7.11)	OS18	Dedication – Kooka Walk, Erskineville, 0.74 ha	Open space	–	\$4,407,121	\$4,407,121	Future	0%
City of Sydney Development Plan 2015 (Section 7.11)	SD2	New trunk drain – Ashmore to Alexandra Canal	Stormwater drainage	–	\$5,695,181	\$5,695,181	Future	0%
City of Sydney Development Plan 2015 (Section 7.11)	SD1	New trunk drain – Green Square and Joynton Avenue to Alexandra Canal	Stormwater drainage	–	\$4,821,058	\$4,821,058	Future	0%

The following field was not applicable for the City of Sydney in the 2024/25 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.

<sup>23</sup> 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)



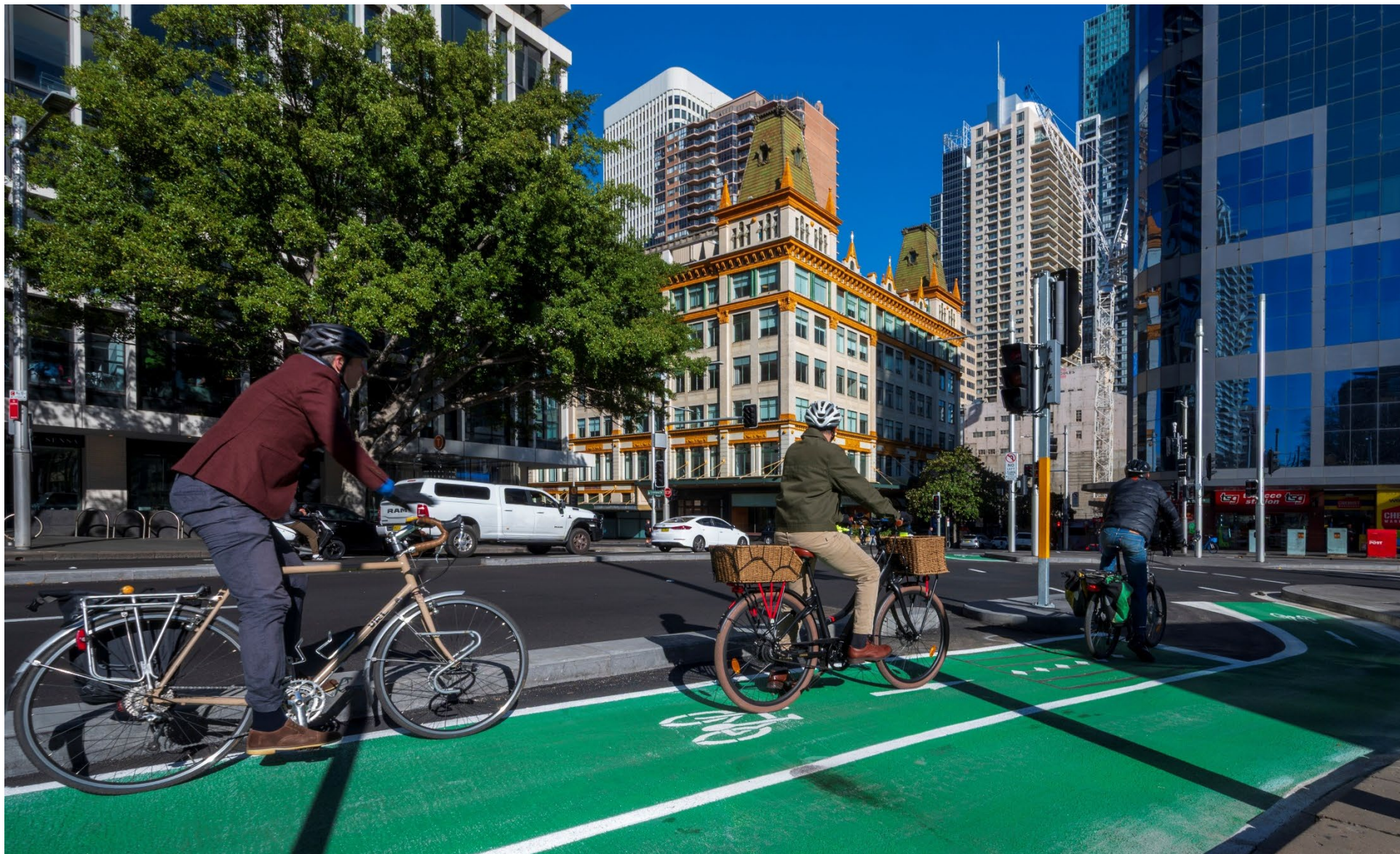


Image 9. Liverpool Street cycleway. Photo by Will Jones / City of Sydney



## Public access to government information

### Government Information (Public Access) Act 2009

#### No 52 Part 7 s 125 and NSW Government Information (Public Access) Regulation 2018 CI 8(d) and Schedule 2

This report includes information on the City's proactive disclosure program, our program of informal access to information through information access requests, and information in the form required by clause 8 and Schedule 2 of the *Government Information (Public Access) Regulation 2018* on section 41 (formal) access applications and section 82 review applications.

### 1. Review of proactive release program – Clause 8(a)

Under section 7(3) of the *Government Information (Public Access) Act 2009*, each year the City must review its program for the release of government information. This identifies 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 extra costs.

Our program for the proactive release of information involves 4 broad activities:

Activity 1 – providing information, which is not statutorily required to be provided, through extensive publication on our website

Activity 2 – maintaining and promoting to employees a practice of openness and accountability about the information for which they are stewards

Activity 3 – identifying both information that is requested most often and opportunities for future self-service access to that information

Activity 4 – planning and implementing open data initiatives.

As in previous years, this year's review of the program identified information that the City proactively disclosed, the platforms on which publication occurred, and high level data about website and social media use. The latter demonstrates high levels of access to

the information disclosed proactively by the City.

Activity 1 – Examples of providing information, which is not statutorily required to be provided, through extensive publication on our website

#### 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 1,071,242 items.

In 2024/25 more than 31,000 digital items were added to the catalogue through our ongoing digitisation and volunteer programs.

New collections added to the catalogue included:

- Town Clerk's correspondence 1899 – 1913 Vols 2-9 Letters Sent (6,000 items)
- Michael Yates photograph collection (237 items)
- Paul Patterson Sydney Squares and Precincts (32 items)
- Paul Patterson Light rail photographs Part 1 (555 items)
- Katherine Griffiths Photographs of City models (15 items)
- Survey plots (96 items)
- Protocol photographs (132 items)
- C. Moore Hardy Fair Day 2012 (242 items)
- C. Moore Hardy Mardi Gras 2012 (526 items)
- Town Hall ephemera (58 items)
- Community ephemera (58 items)
- Paddington Town Hall photographs (191 items)
- Demolition Book albums (17 items)

Scans were added to the following collections:

- Town Clerk's correspondence folders (12,900)

- Finance Committee reports (534)
- Staff cards 1900–1920 (10,000)
- Video and film series (188 items)

New curated ‘collection tiles’ were added to improve access to archival resources.

Several series were made more accessible due to volunteer projects to enhance descriptive information. Volunteers have also compiled 3,000 index entries this year for the Surveyor’s Field Books (24,000 in total).

At 30 June 2025 there were 11,520 registered catalogue users. Indicative figures demonstrate consistently that users are represented from all age groups with 25 to 34 year olds being the most common users.

In the year the catalogue saw:

- 231,550 total users
- 1,935,405 page views
- 385,977 sessions
- 51,308 downloads.

[Specific records that were proactively disclosed, by name on webpage](#)

Community support and funding

- LGBTIQ+ services
- Food support grants

Cultural support and funding

- Innovation and idea grants
- Festivals and events sponsorship

Public health and safety programs

- Food support directory for the 2024/25 holiday season
- Mobile cooling hubs

Outdoor events filming

- Holding small gatherings in parks and public spaces
- Holding wedding ceremonies and marriage proposals in parks and public spaces

Waste and recycling services

- Get recycling help
- Using recycling stations

Parks

- Garraway Park

Building and facility upgrades

- Eternity Playhouse maintenance works
- Jubilee Oval upgrade
- Victoria Park Pool maintenance

Building new infrastructure

- Building the new Huntley Street Recreation Centre, Alexandria

Improving streets and public spaces

- Building new cycleways on Wellington Street, Waterloo
- A cycling link between King and College streets, Sydney
- Improving Darghan Street Steps, Glebe
- Managing waste on Dixon Street
- New raised intersection with Progress Pride flag in Darlinghurst
- Planting more trees on Dibbs Street, Centennial Park
- Planting more trees on Walker Street, Redfern
- Two-way cycling on some one-way streets

Park and playground works

- Building Gunyama Park stage 2 and George Julius Avenue North, Zetland
- Greening McConville Reserve, Beaconsfield
- Improving neighbourhood parks in Redfern
- Upgrade works for Cooper Street Reserve and Adelaide Street Reserve, Surry Hills
- Upgrade works for Douglas Street Playground Redfern
- Upgrading Edgely Street Reserve, Surry Hills
- Upgrading lighting and power in Hyde Park
- Upgrading Observatory Park exercise equipment
- Upgrading Robyn Kemmis Reserve, Glebe

City of Sydney submissions

- WestConnex and related projects – response to the NSW Government’s work and alternative solutions

Council governance and administration

- Australian Life Photography Competition 2025
- Child safe code of conduct – facilities and venues
- Complaint management procedure
- Contracts awarded over \$150,000
- Councillor meeting records with registered lobbyists and property developers
- Councillors’ expenditure reports
- Delegation registers
- Development contributions register
- Grants and sponsorship program guidelines
- KGV fitness centre membership
- Library conditions of entry
- Open access information
- Our child safe reporting process
- Our risk management principles
- Outdoor dining guidelines
- Pecuniary interest returns
- Sydney Lunar Festival 2026 Banner Gallery expression of interest
- Sydney (re)Imagined competition 2024 terms and conditions

Policy and planning changes

- Draft deed of variation to planning agreement: 200 Bourke Road & 504A–506 Gardeners Road, Alexandria
- Draft planning agreement: 9–13 Bourke Road, Alexandria
- Draft planning agreement: 15-17 William Street, Alexandria
- Draft planning agreement: 20 Bourke Road, Alexandria
- Draft planning agreement: 22-40 Rosebery Avenue & 108 Dalmeny Avenue, Rosebery

- Draft planning agreement: 25–27 Dunning Avenue, Rosebery
- Draft planning agreement: 27–31 Doody Street, Alexandria
- Draft planning agreement: 95 Victoria Street, Beaconsfield
- Draft planning agreement: 132–138 McEvoy Street, Alexandria
- Draft planning agreement: 158 Botany Road & 158 Wyndham Street, Alexandria
- Draft planning agreement: 174, 174A & 180 George Street & 11-15, 12-22 & 17-23 Sai Ying Lane, Sydney
- Draft planning agreement: 216-220 Wyndham Street, Alexandria
- Draft planning agreement: 290–294 Botany Road, Alexandria
- Draft planning agreement: 723 Botany Road, Rosebery
- Draft planning agreement 903-921 Bourke Street Waterloo
- Draft planning agreement: 130 Joynton Avenue, Zetland
- Have your say on our car sharing policy
- Have your say Central Sydney on-street parking policy
- Have your say on changes to the display of goods on the footway policy
- Have your say on changes to the managing waste in public places – local approvals policy
- Have your say on our neighbourhood on-street parking policy
- Have your say on hoisting and construction activities on and above roads
- Have your say on proposed planning controls in Ultimo and Pyrmont
- Have your say on our revised environmental strategy
- Have your say on standards for construction-related temporary structures
- Have your say on our updated community strategic plan
- Proposed heritage listing of 3 buildings in Chinatown

- Your feedback on changes to planning controls for 56–60 Pitt Street and 3 Spring Street, Sydney
- Your feedback on our new inclusion (disability) action plan
- Your feedback on our pesticide use notification plan and weed management policy
- Your feedback on proposed changes to planning controls for 1–25 O’Connell Street and 8–16 Spring Street, Sydney
- Your feedback on proposed changes to planning controls to support all-electric new development
- Your feedback on proposed changes to reduce the loss of housing across the City of Sydney area
- Your feedback on proposed planning controls for heritage conservation areas
- Your say on our delivery program, operational plan and resourcing strategy
- Your say on our draft councillors’ expenses and facilities policy
- Your say on our draft mobile food vending vehicles local approvals policy
- Your say on flooding in Sydney City, Darling Harbour and neighbouring suburbs
- Your say on our new environmental strategy
- Your say on proposed amendments to managing entertainment sound and trading hours
- Your say on proposed changes to the Central Sydney development contributions plan 2020
- Your say on proposed planning changes for 232–240 Elizabeth Street, Surry Hills
- Your say on proposed planning changes for 383-395A Kent Street, Sydney
- Your say on proposed planning control changes 8-24 Kippax Street, Surry Hills
- Your say on proposed planning control changes for 47-51 Riley Street Woolloomooloo

- Your say on proposed planning control changes for 242-258 Young Street, Waterloo
- Your say on special entertainment precincts
- Your say on our Stretch reconciliation action plan 2025-2028
- Your say on the updated busking and Aboriginal and Torres Strait Islander cultural practice policy
- Your say on our updated grants and sponsorship guidelines
- Your say on updates to planning controls related to greening, amenity, parking and design excellence
- Your say on updating our register of significant trees

#### Proposed works and maintenance

- Your feedback on new exercise equipment at Observatory Park
- Your feedback on Redfern Park Playground, Redfern
- Your feedback on new fencing at The Crescent Synthetic Sportsfield
- Your feedback on the proposed design for Mountain Street Reserve, Ultimo
- Your feedback on seating in Hyde Park
- Your feedback on upgrading Jubilee Oval public toilets
- Your say on increasing tree canopy on Rosebery Avenue, Rosebery
- Your say on Kirsova 3 Playground, Glebe
- Your say on May Pitt Playground, Forest Lodge
- Your say on parking changes to Arundel, Catherine, Seamer, Mount Vernon and Westmoreland streets, Glebe
- Your say on planting more trees on Tweedmouth Avenue, Rosebery
- Your say on the proposed design for Ward Park, Surry Hills
- Your say on Thomas Portley Reserve Playground, Glebe
- Your say on upgrading Observatory Park exercise equipment

#### Vision setting

- Your say on our new economic development strategy
- Your feedback on all-electric new development
- Your say on developing our new inclusion (disability) action plan
- Your say on shaping your city

#### Public notices

- 2023/24 annual financial statements
- Ad hoc grant – The Nest
- Land classification proposal – 57C Ashmore Street, Erskineville
- Land classification proposal for 895–901 Bourke Street, Waterloo
- Proposal to reclassify 10 lots of operational land
- Proposed land classification – 22 O’Riordan Street, Alexandria
- 2023/24 annual financial statements
- Proposed lease to City North Men’s Shed for Abraham Mott Community Space, 2 Watson Road, Millers Point
- Proposed lease to Flowers on Martin Place
- Proposed lease to Habibi Juice Belmore Park, Haymarket
- Proposed lease to Wildflower, Gardens for Good for Harry Jensen Centre, 2 Watson Road, Millers Point
- Proposed licence for temporary storage of sports equipment at Bicentennial Park
- Proposed traffic changes at Tweed Place, Green Square
- Proposed works licence for Jones Street Pocket Park, Pyrmont
- Your say on the proposed name Darangara Park
- Your say on the proposed name Frog Lane
- Your say on the proposed name Heckle Lane
- Your say on the proposed name Ngana gili Plaza

- Your say on the proposed name Wiryagan Place, Alexandria
- Your say on a proposed outdoor alcohol-free zone on Jones Bay Road, Pyrmont
- Your say on renaming Erskineville Oval grandstand

#### Policies

- Asset management policy
- Car sharing policy
- Central Sydney on-street parking policy
- Child safety policy
- Code of conduct procedures
- Code of meeting practice
- Complaint management policy
- Council-related development applications policy
- Councillor meetings with registered lobbyists and property developers policy
- Councillors’ expenses and facilities policy
- Investment policy
- Investment property policy
- Managing asbestos policy
- Mobile food vending vehicles policy – local approvals policy
- Modern slavery policy
- Neighbourhood parking policy
- Privacy management plan
- Revenue policy: Fees and charges
- Work, health and safety policy

#### Guides

- Bike sharing
- Business bicycle fleet toolkit
- Exemptions for pruning and removing trees
- Guidelines for speakers at meetings
- Library membership and your City of Sydney account
- Managing an apartment building’s waste and recycling
- Prepare for an emergency: residents, workers, visitors

- Programs and support for older people
- Support for carers
- How we're saving water

#### Opportunities

- Apply to hire our synthetic sports fields in Alexandria
- Become the broadcast partner for Sydney New Year's Eve
- Become a storyteller at one of our spaces
- Bring your creative and community ideas to life in Green Square
- Build and run an affordable residential aged care facility in Redfern
- Create a living museum: Redfern Terrace
- Create the midnight soundtrack for Sydney New Year's Eve 2025
- Expression of interest – 2 multipurpose spaces offered for community use
- Expression of interest – creative live/work spaces
- Expression of interest: NAIDOC in the City event management
- Expression of interest – creative work space
- Hire Eternity Playhouse for productions
- Join the anti-racism allyship network
- Join our changemakers launchpad program
- Join our floodplain risk management committee
- Join the international student leadership and ambassador program
- Join one of our advisory panels
- Join the Sydney Lunar Festival community performance program
- Join our youth civic participation program
- Major events and festivals charity partnerships
- Nominate to join our design and public art advisory panels
- Perform at Sydney Streets
- Register your interest to run a Christmas market in Martin Place

- Register your interest to run a market in Taylor Square north
- Share your experiences working in the creative sector and in creative spaces
- Show your artwork super-sized
- Sydney (re)Imagined artist callout

#### NSW Government projects

- Centennial Parklands and Callan Park regulation

#### Research and reports

- Affordable and diverse housing update
- Annual report
- Approved grants
- City economic insights
- City monitor reports
- Community insights report 2024
- A community vision for Wentworth Park
- Creative City cultural policy and action plan 2014-2024 highlights and achievements
- Danks Street south precinct: concept design summary
- Engagement report – inclusion (disability) action plan 2025-2029
- Floor space and employment survey 2022
- Green report
- Inclusion (disability) action plan annual report
- Inner Sydney Regional Bicycle Network: Demand assessment and economic appraisal
- Insights report on community gardens policy review
- Mapping summer microclimates
- Millers Point traffic and transport study
- Open field agency: public domain and public art strategy report for the Danks Street south precinct
- Smart green apartments annual report
- Stretch reconciliation action plan annual report

#### Case studies

- Arkadia apartments



- BaptistCare
- Billyard Gardens
- Moore Park Gardens
- Oasis apartments
- Parc Belvoir
- Presidio apartments
- Rhodes House apartments
- Verve apartments
- Wharf Terraces
- Zenix apartments
- Zinc apartments

#### Strategies and action plans

- Access strategy and action plan: continuing the vision
- City Art public art strategy
- City centre public art plan
- 'A City for Walking' strategy and action plan – continuing the vision
- Community engagement strategy and community participation plan
- Cultural strategy 2025–2035
- Cycling strategy and action plan
- Economic development strategy
- Green Square public art strategy
- Local emergency management plan
- Operational plan
- Reconciliation action plan
- Resourcing strategy
- A city for all – towards a socially just and resilient Sydney

#### Lists, maps and inventories

- Bike hire, shops and pumps
- Coach parking zones map
- Construction approvals: End of year exclusion zones
- Fees and charges for outdoor venue hire
- Fees and charges for joining or using a library
- Mobility parking
- Parking permit area maps

- Sydney cycling map
- Tree species list

#### History

- History of Arthur McElhone Reserve
- History of Erskineville Oval
- History of Glebe foreshore parks
- History of Hollis Park
- History of Observatory Park
- History of Shannon Reserve

#### Walks and rides

- House and building histories guide
- History walks

#### Affordable housing contributions

- City of Sydney affordable housing program
- Green Square affordable housing program

#### Things to see and do

- Town Hall House city model

#### Sports facilities

- Alan Davidson Oval
- Alexandria Park Oval
- Erskineville Oval
- Federal Park Sportsfield
- Gunyama Park Synthetic Sportsfield
- Jubilee Oval
- Outdoor courts, Maybanke Community Centre
- Redfern Oval
- Reg Bartley Oval
- Turruwul Park Sportsfield
- Waterloo Oval
- Alan Davidson Oval
- Wentworth Park Sportsfields

#### Hireable indoor spaces

- Community Room 3, Pyrmont Community Centre
- Darlington Activity Centre
- Meeting room, Perry Park Recreation Centre

- Conference venue hire
- Hireable outdoor spaces
- Sports facility booking and services
- General
  - How to lodge electronic files for development, building and public domain applications
  - Request flood model information for a floodplain catchment
  - Living colour displays
  - KGV Recreation Centre pickleball competition
  - Sydney Christmas

#### Environment support and funding

- Reusable furniture drop-off trial
- Green building grants

#### Libraries

- Access printing, copying and scanning services

#### Methods of public access to proactively disclosed information

#### 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
- Community centres
- CitySwitch
- Sustainable apartments
- Green Square
- Sydney City Farm

#### 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
  - 636 published posts and messages
  - 62,217 followers
- Facebook
  - 10,897 published posts and messages
  - 301,574 followers
- X (formerly Twitter)
  - 741 published posts and messages
  - 267,549 followers
- Instagram
  - 6,846 published posts and messages
  - 259,789 followers
- YouTube
  - 46 published posts and messages
  - 16,075 followers

## Website access

The development application search page received:

- 1,190,241 views
- 120,803 users
- 327,977 sessions
- 100,041 referrals to [eplanning.cityofsydney.nsw.gov.au/Pages/XC.track/SearchApplication.aspx](http://eplanning.cityofsydney.nsw.gov.au/Pages/XC.track/SearchApplication.aspx) from [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au)

The City of Sydney website ([cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au) and [online.cityofsydney.nsw.gov.au](http://online.cityofsydney.nsw.gov.au)) received:

- 8,591,632 views
- 2,353,966 users
- 4,209,647 sessions
- 399,907 downloads.

Indicative figures demonstrate consistently that users are represented from all age groups with 25 to 34 year olds being the most common users.

### Activity 2 – 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.

### Activity 3 – 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's website 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. As described above new information was added to the catalogue in 2024/25.

### Activity 4 – Open data

In 2024/25 we published 6 open data sets in the City of Sydney data hub:

- Parks
- Sports and recreation facilities
- Library accessible features
- Car sharing usage 2023
- Floor Space and Employment Survey 2022
- Free tree giveaway 2025

## **2. Information access (informal) requests**

We have an online service for information access requests, section 41 access applications and section 82 internal review applications. Requests and applications can also be made by email and letter.

The City's information access and archives teams received 2,904 information access requests in 2024/25. Most of the information was provided by email and other 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 168 visits to the reading room recorded for the year. A virtual online reading room also continued to operate.

## **3. Access applications received – Clause 8(b) Government Information (Public Access) Regulation**

In 2024/25 the City of Sydney received 78 formal access applications (including withdrawn applications but not invalid applications which remained invalid).

## **4. Access applications refused – Clause 8(c) Government Information (Public Access) Regulation**

0

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## Statistical information about access applications

**Table A: Number of applications by type of applicant and outcome<sup>24</sup>**

	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	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	5	0	0	1	1	0	0	5
Not for profit organisations or community groups	0	0	0	0	0	0	0	1
Members of the public (application by legal representative)	32	0	0	2	0	0	0	4
Members of the public (other)	21	3	0	1	0	0	0	2

<sup>24</sup> 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**

	<b>Access granted in full</b>	<b>Access granted in part</b>	<b>Access refused in full</b>	<b>Information not held</b>	<b>Information already available</b>	<b>Refuse to deal with application</b>	<b>Refuse to confirm/deny whether information is held</b>	<b>Application withdrawn</b>
Personal information applications <sup>25</sup>	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	54	3	0	4	1	0	0	12
Access applications that are partly personal information applications and partly other	4	0	0	0	0	0	0	0

The total number of decisions in Table B should be the same as Table A.

<sup>25</sup> 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**

<b>Reason for invalidity</b>	<b>No of applications</b>
Application does not comply with formal requirements (section 41 of the Act)	5
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	5
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**

	<b>Number of times consideration used<sup>26</sup></b>
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0

<sup>26</sup> 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



## Annual Report – Statutory Returns

	<b>Number of times consideration used<sup>26</sup></b>
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**

	<b>Number of occasions when application not successful</b>
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**

	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extensions)	63
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>65</b>

**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	2	0	2
Review by Information Commissioner <sup>27</sup>	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>

**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)	2

<sup>27</sup> 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 I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	<b>Number of applications transferred</b>
Agency-initiated transfer	0
Application-initiated transfer	0





Image 10. Cliff Noble Centre, Alexandria. Photo by Abril Felman



## Recovery and threat abatement plans

### Fisheries Management Act 1994 s 220ZT (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 2024/25.

## Donations – public space improvements

### City of Sydney Act 1988 s63(3)

In 2024/25 the City received 7 donations for public space improvements towards planting of trees and park benches. These donations are shown below.

Date	Donor	Amount
18 Jul 2024	Bethany Bartos	\$1,000
15 Aug 2024	Julian Parry (Arbor Pride)	\$1,000
16 Sep 2024	Ruth Bearpark	\$1,000
13 Dec 2024	Maureen Macfarlan	\$10,000
7 Feb 2025	Sally Tingle	\$1,000
28 Feb 2025	Rachael Tsang	\$1,000
20 Mar 2025	Shaluka Dsilva	\$1,000
<b>Total</b>		<b>\$16,000</b>

The donations were used to plant trees in Ethel Turner Reserve, Victoria Park, Giba Park, Sydney Park and Tarakan Reserve.

## Capital expenditure

### Office of Local Government and Department of Premier and Cabinet – Capital Expenditure Guidelines December 2010 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 2024/25:

- Sydney Park Brick Kilns – renewal works

## Service review

### Integrated Planning and Reporting Guidelines 2021 Essential Element 5.3

The City 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 property services was carried out. The review resulted in a changed operating model, focused on improved portfolio management, asset management and stakeholder engagement.

A review of the procurement and contract management service was completed. The review resulted in recommendations to increase the value for impact through procurement activity.

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 2024/25 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

- Premier's Department, Study NSW – 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

Of the \$1,791,238 total corporate sponsorship revenue received, \$152,000 was made up of cash and \$1,639,238 was value in kind.



## Public interest disclosures

### Public Interest Disclosures Act 2022 S78

The City's public interest disclosure policy 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					
4					
Public interest disclosures received					
4					
Total public interest disclosures finalised					
5					
Disclosures received primarily about:					
Corrupt conduct	Government information contravention	Local government pecuniary contravention	Corrupt maladministration	Privacy contravention	Serious and substantial waste of public money
4	0	0	0	0	0

## Swimming pool regulation

**NSW Swimming Pools Act 1992**  
**s22F (2) and**  
**NSW Swimming Pools Regulation 2018**  
**cl 23**

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	17
Inspections with more than 2 dwellings	100
Inspections resulting in the issue of a certificate of compliance 22D	271
Inspections resulting in the issue of a certificate of non-compliance	0
Inspections with single dwellings	205



Image 11. City of Sydney lifeguard watching over swimmers at Gunyama Park and Aquatic Centre pool. Photo by Chris Southwood / City of Sydney

## Carers recognition

### Carers Recognition Act 2010 No. 20 s 8 (2)

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 flexible and inclusive work practices that support individual life situations. In 2024/25 the City met its obligations under the *Carers (Recognition) Act 2010* through a range of initiatives and programs.

We were named one of Australia's best places to work by the Australian Financial Review. We maintained our certification 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:

- introducing gender neutral parental leave of 26 weeks full pay and 52 weeks half pay
- supportive return to work provisions following parental leave
- extending personal and carers leave allowing employees to support someone who is ill or needs care in an emergency
- maintaining 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
- increasing 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 the 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 internal employee networks who identify, support and drive initiatives

that raise awareness, offer insight and increase 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 (1)

The City's ongoing commitment to making Sydney truly inclusive and welcoming is embodied in the inclusion (disability) action plan 2021–2025. The plan contains the long-term vision for the City 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 the City's ongoing social responsibility to address barriers faced by people with disability and to build on the success of previous plans. The plan is overseen by the Inclusion (Disability) Advisory Panel, who play a vital role in monitoring its implementation.

Each year we develop a detailed report of the City's progress in meeting its targets and goals in the plan, which is provided to the NSW Minister for Families and Communities and Minister for Disability Inclusion and the Disability Council of NSW. Our annual reports on the inclusion (disability) action plan can be viewed and downloaded at [cityofsydney.nsw.gov.au](http://cityofsydney.nsw.gov.au).

The City has achieved much 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 International Day of People with Disability 2024 over a 2-week period including:

- The Activate Inclusion Sports Day (Youth and Children) and Adults Unleashed Adults Sports Day at Perry Park

Recreation Centre. The events were produced in collaboration with Disability Sports Australia and Variety Australia, the children's charity. The day offered multisport stations catering for participants with mental health conditions and/or learning, physical, intellectual or sensory disabilities. The events were attended by 150 participants

- Good access is good for business breakfast showcased the business case for access and inclusion, which increases profits, diversifies customer bases and builds more brand loyalty to more than 50 businesses
- Connect Sydney provided training on intersectionality and the City of Sydney youth opportunities program co-designed workshops on disability awareness and how to be an active ally
- More than 120 City of Sydney employees attended the 'Are you pulling my leg' comedy show which explored access and inclusion through a lived experience lens and raised awareness and understanding of the many facets of disability
- Short videos titled 'It's time to spill the tea on some pet peeves of people with disability', were produced in collaboration with members of the Inclusion (Disability) Advisory Panel. They were viewed 33,838 times and a video was created in collaboration with Guide Dogs NSW / ACT with 3 tips for businesses to increase access and inclusion, which was viewed 27,994 times
- The City captured 140 new images of people with disability and added them to the City's image library. Storytelling and shared lived experience of disability and caring were featured in City of Sydney News, and disability inclusive events content on QMS screens year-round as part of our suite of evergreen content. It has recently been refreshed to include more imagery options including diverse disabilities and non-visible disabilities
- 364 employees completed the inclusion (disability) awareness training, 499 employees completed diversity and inclusion training, 491 employees completed Hidden Disabilities Sunflower training and 41 employees completed

specialist disability training relevant for their roles. The training increased understanding, empathy and built capacity for greater disability inclusion.

- More than 88 programs to promote positive community attitudes towards people with disability were produced at community centres, and 59 creative projects and festivals were funded for and with people with disability, including:
  - more than 3,600 disability-inclusive events and activities
  - 184 artists with disability and 281 people with disability participated in creative activities.

## Direction 2: Liveable communities

- \$21,005,164 was spent on upgrades to pedestrian access with 18,478m<sup>2</sup> of footpath installed. 162 access and inclusion improvements were built, including new kerb ramps, continuous footpath treatments and raised pedestrian crossings. In addition, in June the Sydney Streets Code was undergoing review and a focus group was conducted with Vision Australia and Guide Dogs NSW to provide targeted accessibility feedback for consideration.
- 4 new parks and playgrounds were updated to be inclusive and welcoming of people with diverse disabilities and sensory needs. The City website was updated to provide access and inclusion features of parks and playgrounds, and Access Keys were developed for 6 aquatic and recreation centres to provide detailed access and inclusion information for people with diverse disabilities, which were viewed almost 3,000 times.
- 4 new mobility parking spaces were installed.
- There were 4,925 views of the accessibility map, and public access technology, water bubblers, quiet spaces and accessible play in parks were added to the map.
- The City updated its planning controls to increase the requirement for accessible housing in the Sydney Development Control Plan 2012 to require all dwellings be delivered to a minimum Liveable



Housing Design silver performance standard. In larger new residential developments, 15% of dwellings will continue to be delivered to the Australian Standard (Adaptable Housing).

- The City developed a campaign with Guide Dogs NSW/ACT to promote access and inclusion tips and the legal access rights of people with assistance animals. The campaign targeted businesses and organisations to improve access and inclusion for people who are blind or have low vision, which was viewed 27,994 times. The City also presented the new inclusion (disability) action plan 2025–2029 to 11 NSW councils at the Zero Barriers communities of practice.
- The City participated in the Settlement Services International communities of practice, to share ideas and collaborate on providing best-practice and promoting more meaningful employment for people with disability, supporting their storybook project and Pathways to Possibilities launch.
- 166 programs promoting social inclusion, connection and participation were designed to empower people to manage their stressors and social and emotional wellbeing across community centres with 140,007 attendees. City aquatic centres also provided the Take Charge mental health exercise program, a disability-inclusive open day held in collaboration with national advocacy partners, a series of inclusive health and wellbeing days offering allied health services and accessible activation spaces, and weekly inclusive tennis programs and school holiday camps. Collectively, these programs achieved more than 1,000 attendances at sport and recreation centres.
- 17 inclusive Auslan storytime sessions were held for Deaf people with more than 135 people attending. Seven cultural programs with content about or delivered by people with disability also had 121 attendees.
- Major events were produced in line with the inclusive and accessible event guidelines. Accessibility features included quiet spaces, sensory tents at all

Christmas concert events, accessible adult change facilities, accessible viewing platforms, staffed accessible drop off and pick up points and promotion of accessibility features to ensure the community has access to all accessible elements of City events.

### Direction 3: Meaningful employment

The City's ongoing commitment to fostering a diverse and inclusive workplace is reflected in its continued leadership and collaboration to provide for more meaningful employment for people with disability. The following demonstrates the City of Sydney's commitment to being an inclusive employer:

- The Diversity Council Australia listed the City as an inclusive employer, embedding the values of 'Better Together' results in its 2023/24 Inclusive Employer Index, which surpassed the national benchmark when measuring how employees feel about their employer and how diversity and inclusion is embedded in key systems across the organisation.
- The City is undergoing reaccreditation as a Disability Confident Recruiter by the Australian Network on Disability for its third successive year.
- The City is participating in the Australian Human Rights Commission's Equality at Work program aiming to provide best practice employment and development opportunities for employees with disability.
- Partnered with disability employment providers to create meaningful employment opportunities for people with disability.
- Trialled a reverse mentoring program to use learnings and apply them to promote greater awareness and understanding, as well as leadership and development opportunities for employees with disability in the coming year.
- Opportunities to recognise and reward accessible and inclusive behaviour were created through the annual employee recognition awards.
- Inclusive City disability employee network experienced steady growth and had 7 meetings and developed a draft action

plan to commence disability-led change in the coming year.

- The number of employees with disability increased from 2.4% last year to 2.5% this year.

#### **Direction 4: Equitable access to mainstream services**

Grants and sponsorship programs approved 7 projects that enhance access and inclusion for people with disability with \$44,273 in funding. Projects included a Disability Pride celebration at Sydney Town Hall, a conference showcasing Autistic Pride, and research into best-practice for neurodiverse-friendly public open spaces. The grants and sponsorship program was also reviewed to simplify and improve accessibility of grants for people with disability.

The inclusion (disability) action plan 2025-2029 was developed with extensive targeted and inclusive engagement approaches from August until November 2024. This included capturing the feedback and ideas of more than 350 people through a Sydney Your Say online survey with 160 respondents and 5 peer-led focus groups with a total of 53 people attending, including:

- people with intellectual disability, in collaboration with the Council for Intellectual Disability
- people of diverse sexualities and genders with disability, in collaboration with Sydney Queer and Disability Community Group
- people with disability from multicultural backgrounds, in collaboration with Multicultural Disability Advocacy Association, Ethnic Community Services Co-operative and Settlement Services International
- Aboriginal and Torres Strait Islander people with disability, in collaboration with First Peoples Disability Network Australia

- people who are neurodivergent, in collaboration with Autism Spectrum Australia
- An additional focus group with 12 representatives from disability service providers who are members of the City of Sydney and Eastern Sydney Ageing and Disability Interagency network
- A co-design roundtable workshop attended by 90 people, which included people with disability, family members and carers, disability service providers, disability representative organisations, City employees – the table-based workshops were peer-facilitated by members of the Inclusion (Disability) Advisory Panel and the Inclusive City disability employee network
- Multiple, in-person pop up engagements at R U OK Day, Wear it Purple and Lunar Moon festival events at community centres were also held. 12 internal workshops were delivered to refine the actions, and the draft plan was open for feedback on the City's website from 13 May to 11 June 2025. A total of 16 submissions were received, which were all addressed by actions within the new plan. The plan's 29 actions are integrated into the operational and business unit plans for governance with bi-annual reporting required, and an annual report developed for Council, the NSW Minister for Families and Communities and Minister for Disability Inclusion and NSW Disability Council
- Recruitment was carried out for the Inclusion (Disability) Advisory Panel, with a refreshed terms of reference with 12 new panel members appointed in June to provide strategic advice to advance access and inclusion across the City.

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# **Attachment D**

**Annual Report 2024/25 – Inclusion  
(Disability) Action Plan 2021–25**

# Inclusion (Disability) Action Plan



Annual Report  
2024/25


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

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



# Introduction

The City of Sydney has a long history of making our facilities and services easier to access for people with disability. We're committed across the whole organisation and take the lead to make our city more inclusive and accessible for everyone. This commitment is embodied in our [inclusion \(disability\) action plan 2021–2025](#).

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## Legislative policy context

Achieving better support and outcomes for people with disability has been a high priority across Australia since 1992. The *Disability Discrimination Act 1992* made discrimination based on disability unlawful. Australia also signed the [United Nations Convention on the Rights of Person with Disabilities](#) in 2007 and developed [Australia's Disability Strategy 2021–2031](#).

In line with federal policy directions, the *NSW Disability Inclusion Act 2014* and *Disability Inclusion Amendment Act 2022* mandates that local governments develop and implement disability inclusion action plans.

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## Plan development

Our inclusion (disability) action plan 2021–2025 is our fifth, which builds on the progress we've made through previous plans. We developed this plan with people with disability and/or caring responsibilities, local disability service providers, peak disability representatives, advocacy organisations and the City of Sydney's Inclusion (Disability) Advisory Panel.

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## Inclusion (Disability) Advisory Panel

The City of Sydney's [Inclusion \(Disability\) Advisory Panel](#) provides strategic and expert advice to the organisation on the development, implementation and review of our policies, strategies and plans to advance the inclusion of people with disability in all areas of our work.

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## Plan monitoring framework

This plan aligns with our long-term vision of an inclusive city. It includes 29 actions across 4 key directions, as set out by the NSW Government, designed to address barriers faced by people with disability.

The plan is flexible and adaptable to changes such as legislation, new technology and social and environmental changes. An implementation plan was developed to incorporate the framework into business plans and Council's [operational plan](#). This is reviewed each year by relevant business unit managers to allocate resources and provides accountability for achieving the actions set out in the plan.

A working group of responsible officers meets twice a year to report on the progress of their assigned actions and share challenges, achievements and opportunities.

Our social policy officer – access and inclusion is responsible for overseeing the implementation plan, coordinating the working groups and collating progress reports, including this annual report.

The panel receives an update on the progress of the implementation plan each year and provides advice to the organisation on key actions as required.

## The purpose of this report

Our annual report details progress made during each financial year on the scheduled actions identified in the plan. This is the last annual report for our 2021–2025 plan. A revised inclusion (disability) action plan 2025–2029 was approved by Council in June 2025.

This report provides a summary of the achievements including best practice examples across each of the plan's actions.

The report is published each year 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.

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## The action plan in review and next steps

While most of our actions in this plan are now completed, some have been identified as ongoing in our new inclusion (disability) action plan.

These are the key highlights over the past 4 years under the 4 key directions in the inclusion (disability) action plan 2021–2025:

**Positive attitudes and behaviours:** We've achieved much towards improving access and inclusion by raising awareness and visibility of disability to challenge stigma and stereotypes and change community attitudes. This was highlighted with a wide range of accessible and inclusive community programs and initiatives we've produced over the years. Next steps identified include a focus on showcasing the diversity of disability with people with intersectional identities.

**Liveable communities:** We've been proactive in addressing changes to planning controls to provide more accessible and affordable housing. We've also demonstrated leadership and consistent commitment with the improvement of physical accessibility in public spaces. Moving forward we'll have access audits on key facilities and spaces, along with allocating capital works budgets to provide for continuous improvement.

**Meaningful employment:** We've applied flexible working arrangements with outcome focused roles and developed a candidate-led recruitment system. We've learnt a more strategic approach towards increasing employment and development opportunities is needed, along with continued promotion of an inclusive workplace culture to provide more meaningful employment.

**Systems and processes:** We've developed a series of policies and guidelines to enhance access and inclusion and mandated their use by employees. This means building a more inclusive culture by improving how we work, such as better language, images and content to ensure the information we share online is easier for everyone to access. We need to take more action to promote this and apply it consistently so it can make a bigger difference.



Image 1. Participant in our multicultural focus group developing our new inclusion (disability) action plan. Photo by Phoebe Pratt / City of Sydney



# Key achievements

Over the past year, we've continued to complete priority actions identified by our communities, through a collaborative approach that advances the inclusion of people with disability.

A key focus in 2024/25 has been to prioritise access and inclusion by recognising it as a core component of successful programming in community centres, libraries, recreation centres and spaces, through arts and culture and our grants and sponsorships programs.

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## Positive community attitudes and behaviours

### **Challenge stereotypes and stigma to improve and promote positive attitudes towards people with disability.**

We organised and presented more than 800 disability-inclusive events and activities, including celebrations for the annual International Day of People with Disability (IDPwD). It was held over a 2-week period from 27 November to 14 December 2024 to recognise and celebrate the contributions people with disability make to our communities.

The program included an engaging mix of recreational, social, arts and cultural activities in partnership with our community centres, libraries and recreation centres. Events included talks, sports days, film screenings, craft workshops, comedy shows, and training and information sessions.

### **Success story: 'Pet peeves' around disability**



Image 2. Two people discuss 'pet peeves' around disability and how people can be more inclusive for International Day of People with Disability 2024. Photo by Chris Southwood/City of Sydney

We produced an awareness raising campaign, 'It's time to spill the tea', to promote IDPwD 2024. The campaign featured 4 passionate disability advocates, Giancarlo de Vera, Dwayne Fernandes, Charlie Zada and Audrey O'Connor, who have been underestimated and stereotyped because of their disabilities.

They shared their pet peeves, which include having their potential limited by others' assumptions and being perceived as burdens or objects of pity. The campaign was a great way to foster greater respect and understanding and highlight the importance of inclusive practices by having people

with disability express their real-life experiences. The campaign included 87 public domain screens displaying 3 unique images to promote IDPWD in the city. The short video was viewed 33,838 times.

“This initiative brilliantly flips the script, using humour and direct advocacy to tackle everyday ableism. It's a compelling reminder that true inclusion starts by listening to the community, and it provides a powerful tool to educate and engage the public on a deeper level.”

– Giancarlo de Vera

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## Liveable communities

**Liveable communities are places where people can live, learn, work and play, feel safe, belong, connect with others and grow old.**

Over the years we've developed housing strategies that identify the need for more accessible and affordable housing, and we've worked to facilitate initiatives that respond to the demands of our diverse communities, including people with disability.

Many people with disability voiced their concerns about housing challenges in the development of the new inclusion (disability) action plan 2025–2029.

### Success story – Liveable communities

Council has proactively changed planning controls to support more affordable housing, levied affordable housing contributions from developers and distributed them to community housing providers. This is in addition to selling Council owned land and properties at a discount, providing grants of up to \$3 million from our affordable and diverse housing fund and collaborating with the NSW Government on large-scale housing solutions.

In June 2025, Council approved changes to our Development Control Plan requiring all new dwellings be delivered to the Australian Building Codes Board Liveable Housing Design Standard. Also, in larger new residential developments, 15% of dwellings will continue to be delivered to the Australian Standard (Adaptable Housing).

These are significant steps towards increasing the supply of accessible housing locally that meets the access needs of people with diverse disabilities to allow them to age in place. This commitment is demonstrated through our [housing for all strategy](#) to investigate opportunities in the planning controls to increase the amount and improve the standard of housing that is universally designed.

The concept of universal housing design is captured in the [Liveable Housing Design Standard](#). The standard recommends the inclusion of features that make homes easier and safer for all people, including people with disability.

We'll continue to use every opportunity available to maximise the amount of affordable and diverse housing in our local area. We'll also continue to work with people with diverse disabilities to better understand needs, barriers and opportunities for housing for people with disability.

“We're pleased to see the City of Sydney demonstrating leadership in creating inclusive communities and we celebrate their genuine commitment to improving outcomes for people with disability. Accessible housing is fundamental to ensuring people with disability can live independently and participate fully in society. This commitment to implementing universal design principles and increasing accessible housing options will benefit not only people with disability but create better living environments for everyone. When people have access to appropriate housing that meets their needs, it enables them to focus on their goals, careers, and contributing to their communities”.

– Emily Matthews, Australian Disability Network



Image 3. Construction progress with new developments around the Ashmore precinct. Photo by Katherine Griffiths / City of Sydney

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## Meaningful employment

### **Creating new opportunities and supporting people with disability in the workplace through a culture of inclusion.**

Our ongoing commitment to fostering a diverse and inclusive workplace is reflected in our continued leadership and collaboration to provide for more meaningful employment for people with disability. We've carried out many initiatives in the past 12 months including:

- participating in the Australian Human Rights Commission's Equality at Work program aiming to provide best practice employment and development opportunities for employees with disability
- being reaccredited as a disability confident recruiter by the Australian Disability Network for the third year in a row
- trialling a reverse mentoring program to learn from it and use those insights to help raise awareness and understanding
- partnering with disability employment providers to create meaningful employment opportunities for people with disability.

### **Success story of independence and inclusion – Meaningful employment**

Karen Lui has been a valued team member at Cook + Phillip Park Pool for more than 15 years, working 5 days a week. Living in south-west Sydney, Karen travels independently into the city – a testament to her confidence and growth through employment.

Karen's role includes maintaining the cleanliness of the female change rooms, gym equipment, staff room and before the pandemic, the cafe area. She also takes care of mopping the mezzanine, stairs, and the corridor leading to the basketball court. Her work is essential to the smooth operation and welcoming environment of the centre.

Karen receives ongoing support from Kerry Psaradellis at Job Support, Belgravia Leisure's disability employment partner. Kerry visits weekly to reinforce tasks and provides retraining when new responsibilities arise. She also liaises closely with centre manager Kayleigh McCallum and assistant centre manager Kat Mihaljek to ensure Karen's role continues to be meaningful and well-supported.

Known for her sociable and cheeky personality, Karen is well-liked by both staff and members. She is one of Belgravia Leisure's longest-standing employees through Job Support, and her journey is an example of inclusive employment in action.

Employment has had a transformative impact on Karen's life. She now travels independently, enjoys financial independence, and has even taken overseas holidays with her family. Karen is also a member of the gym and works out 3 times a week after her shift, which highlights her commitment to health and wellbeing.

Belgravia Leisure's inclusive employment policy has enabled Karen to maintain fulfilling, paid employment. Kerry has shared that working with Belgravia Leisure has been a positive experience, with strong support from centre managers, including former centre manager Luke, Kayleigh and Kat. The City of Sydney inclusive employment policy is key for this partnership to work.

"I love it here and I feel safe and welcomed. I love to have a joke with the members and staff."

– Karen Lui



Image 4. Karen Lui, employee at Cook + Phillip Park Pool, holding her certificate of 15 years of service. Photo by Kayleigh McCallum / City of Sydney



## Equitable access to mainstream services

**Improve systems, processes and technology to be more accessible so people with disability can get the information about services they need to make informed choices.**

### **Success story – Equitable access to mainstream services**



Image 5. We ran grants writing workshops as part of our Connect Sydney program. Photo by IStock

We took a leadership role in 2024/25 to enhance the accessibility and inclusion of our grants and sponsorship programs by continuing to make improvements to systems and processes in consultation with people with disability.

Our review looked at simplifying and improving grants management including all application forms, processes and grants guidelines. Under the review, a communication plan was developed to ensure everyone in our diverse communities including people with disability are informed and can apply for City of Sydney grants.

We promoted our grants guidelines and application forms being available in accessible formats such as Easy Read and large print, and oral applications on request. We use the SmartyGrants platform, which meets Web Content Accessibility Guidelines by ensuring all forms can be read by screen readers.

We actively support projects that aim to increase accessibility and inclusion by promoting disability awareness in the community and we support businesses led by people with disability. Grants information sessions, training opportunities and workshops on grants writing are regularly promoted.

# Direction 1: Positive community attitudes and behaviours

Objectives	Actions	Timing	2024/25 Status and progress update	Measures
<p>City of Sydney employees are disability aware and confident and have access to specialist 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 <i>Disability Discrimination Act 1992</i> and the <i>NSW Disability Inclusion Act 2014</i> 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>Completed (Ongoing)</p>	<p>As mentioned earlier, while most of our actions in this plan are now completed, some have been identified as ongoing in our new inclusion (disability) action plan.</p> <p>We continue to implement a program of mandatory disability inclusion training for new and existing employees.</p> <p>We also offer specialist disability training to assist employees in their roles by increasing understanding, empathy and building capacity for greater disability inclusion.</p>	<p>278 employees completed the Inclusion (Disability) Awareness Training.</p> <p>379 employees completed the Diversity and Inclusion training.</p> <p>494 employees (16% of total employees) completed the Hidden Disabilities Sunflower training to date.</p> <p>347 employees completed mental health training.</p> <p>41 employees completed specialist disability training relevant for their roles.</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.	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.	Completed (Ongoing)	<p>We continue to produce a range of programming activities to raise awareness and foster positive community attitudes through our libraries, recreation, events and cultural and community programs.</p> <p>Events supported the needs of people with disability, incorporating accessibility services such as Auslan interpreting, content created by individuals with lived experience of disability, and programming that explored a range of disability-related topics.</p> <p>Highlights included:</p> <ul style="list-style-type: none"> <li>– Auslan and English storytime sessions to support early literacy development within the Deaf community</li> <li>– Auslan interpretation was provided at programs exploring history, art, design, and culture</li> <li>– A sensory space was featured at the National Science Week event to support neurodiverse audiences</li> <li>– Green Square Library hosted a comedy show featuring performers with lived experience of disability</li> <li>– We produced a comprehensive program to celebrate International Day of People with Disability (IDPwD) 2024 over a 2-week period from 27 November to 14 December at various locations across the City of Sydney local area.</li> </ul> <p>Program highlights included:</p> <ul style="list-style-type: none"> <li>– <i>Are You Pulling My Leg</i> comedy show (internal staff event)</li> </ul>	<p>Over 800 inclusive programs were delivered aiming to promote positive community attitudes towards people with disability.</p> <p>88 programs were held at our community centres.</p> <p>17 Auslan storytime sessions were held for Deaf people with over 135 people attending.</p> <p>7 events with content about or produced by people with disability.</p> <p>2 mental health first aid workshops were delivered through the Connect Sydney program.</p> <p>59 creative projects and festivals for and with people with disability were funded under our grants and sponsorship program.</p> <p>184 artists with disability were engaged in these projects.</p> <p>281 people with disability participated in these creative activities.</p> <p>13 events and activities were organised to celebrate IDPwD.</p> <p>Nearly 500 participants joined the events and activities.</p>
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Objectives	Actions	Timing	2024/25 Status and progress update	Measures
			<p>The event explored access and inclusion through a lived experience lens and raised awareness and understanding of the many facets of disability.</p> <ul style="list-style-type: none"> <li>– Business Breakfast</li> </ul> <p>Showcased the business case for access and inclusion, increasing profits, diversifying customer base, and building more brand loyalty.</p> <ul style="list-style-type: none"> <li>– Abilities Unleashed – Adult, Youth and Children Sports Day</li> </ul> <p>The event was organised in collaboration with Disability Sports Australia and Variety – The Children's Charity. The day offered multisport stations catering for participants with mental health conditions and/or learning, physical, intellectual or sensory disabilities.</p>	<p>More than 120 City of Sydney employees attended the <i>Are you pulling my leg</i> comedy show.</p> <p>More than 50 businesses attended 'Good access is good for business' breakfast.</p> <p>150 participants (youth and children) and adults attended Activate Inclusion Sports Day Abilities Unleashed at Perry Park Recreation Centre.</p> <p>86% of 560 survey responses received across all programming reported a greater understanding of disability inclusion.</p>
Positive community attitudes towards people with disability and mental health conditions are promoted through the City's digital and print platforms.	3. Increase the usage of images of people with disability across City publications, digital platforms and media channels.	Completed (Ongoing)	<p>We continue to increase the use of images of people with disability across our publications, digital platforms and media channels each year.</p> <p>Since the launch of the new image library in late 2024, employees have access to 193 images that feature people with disability for use in publications and general communications. All images include alt text to improve accessibility and readability.</p> <p>Disability event content was featured on QMS screens all year-round and included more imagery options including diverse disabilities and non-visible disabilities.</p>	<p>140 new images of people with disability have been added to the City of Sydney image library.</p> <p>Storytelling and shared lived experience of disability and caring were featured in City of Sydney News.</p>

# Direction 2: Liveable communities

Objectives	Actions	Timing	2024/25 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>Our pedestrian access and inclusion program is ongoing.</p> <p>We invested \$21,005,164 in 2024/25 on upgrades to pedestrian access and inclusion improvement projects, which included footpath treatments and widenings, installing kerb ramps, pedestrian and traffic calming measures and raised crossings.</p> <p>In June 2025 we also reviewed the Sydney streets code and carried out a focus group with Vision Australia and Guide Dogs NSW to provide targeted accessibility feedback for consideration.</p>	<p>18,478m<sup>2</sup> of footpath installed.</p> <p>162 access and inclusion improvements were built, including new kerb ramps, continuous footpath treatments and raised pedestrian crossings.</p>
Streets, parks, footpaths and open spaces in the City of Sydney area are accessible. The design, maintenance and management of infrastructure and places enables	5. Improve access to information about City of Sydney facilities and open spaces to assist people with disability including people with Autism.	Completed (Ongoing)	<p>Improved access to information about City of Sydney facilities and open spaces to assist people with disability, including people who are neurodivergent, to better navigate their way across the local area.</p> <ul style="list-style-type: none"> <li>– Accessibility map</li> </ul>	<p>Our website was updated to provide access and inclusion features of parks and playgrounds.</p> <p>4,925 views of the accessibility map.</p> <p>Access Keys were viewed:</p>

Objectives	Actions	Timing	2024/25 Status and progress update	Measures
people with disability to travel through the city with dignity and independence.			<p>We improved how we provide information on accessibility features in parks and playgrounds, water bubblers, quiet spaces and accessible play which were added to the accessibility map.</p> <ul style="list-style-type: none"> <li>– Access Keys</li> </ul> <p>We developed Access Keys for 6 aquatic and recreation centres to provide detailed access and inclusion information for people with diverse disabilities.</p> <p>The following are in the final stage of review and will be published on the City of Sydney website shortly:</p> <ul style="list-style-type: none"> <li>– Cook + Phillip Park Pool</li> <li>– Ian Thorpe Aquatic Centre</li> </ul>	<ul style="list-style-type: none"> <li>– Gunyama Park Aquatic and Recreation Centre – 3,347 times</li> <li>– Prince Alfred Park Pool – 1,427 times</li> <li>– Victoria Park Pool – 408 times</li> <li>– Andrew (Boy) Charlton Pool – 1,266 times</li> </ul>
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.	6. Review the current provision of seating and provide additional rest opportunities on streets and in outdoor spaces, where appropriate.	Completed	From 2021–2024, we've completed installing 670 new seats to provide more rest opportunities on streets and outdoor spaces as part of the City of Sydney street furniture project.	6 new seats were installed in the City of Sydney area in 2024.

Objectives	Actions	Timing	2024/25 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.	7. Advocate for other government agencies and landowners to provide additional Adult Change Facilities in the City of Sydney area.	Completed (Ongoing)	<p>Accessible adult change facilities are in these areas:</p> <ul style="list-style-type: none"> <li>– Sydney Opera House</li> <li>– Abraham Mott Community Space, Millers Point</li> <li>– Australian Museum, College Street, Sydney</li> <li>– Sydney Modern (Art Gallery NSW), The Domain</li> <li>– ICC Darling Harbour</li> <li>– NSW Parliament House, Macquarie Street, Sydney</li> <li>– Sydney Football Stadium, Paddington</li> <li>– Gunyama Park Aquatic and Recreation Centre, Zetland</li> </ul> <p>Sydney Town Hall and Customs House upgrades will include new adult changing facilities.</p> <p>Advocacy for inclusion continues with Transport for NSW to explore greater accessibility and inclusion across the network.</p>	8 adult change facilities are available in the City of Sydney area.

Objectives	Actions	Timing	2024/25 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.	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.	Completed (Ongoing)	<p>We embedded accessible and inclusive design principles into the construction of new parks and facilities and when we renew or upgrade existing parks and open spaces.</p> <p>We adopted best practice guidelines including the Design Across the Spectrum to ensure sensory, cognitive and social needs were considered when creating inclusive and accessible spaces.</p>	<p>4 new parks and playgrounds were updated to be inclusive and welcoming of people with diverse disabilities and sensory needs.</p> <p>A sensory space was featured at the National Science Week event to support neurodiverse audiences.</p>
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.	9. Provide charging points for personal devices such as phones, electric bikes and mobility scooters in City of Sydney facilities.	In progress	This action will be rolled over to the next plan.	In progress

Objectives	Actions	Timing	2024/25 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.	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.	Ongoing	<p>Since 2021 we've introduced timed mobility parking and provided mobility parking permit holders with information about the mobility parking scheme. The scheme allows permit holders to stop in a no parking zone for up to 5 minutes to drop off or pick up a passenger.</p> <p>We're continuing to advocate for commercial parking operators to increase the amount of off-street accessible parking available in the local area.</p>	4 new mobility parking spaces were installed in the City of Sydney area in 2024/25.
Accessible City of Sydney community facilities and venues provide the foundation of inclusive participation.	11. Identify the most appropriate hearing augmentation systems to be used across the City of Sydney's facilities and venues, where appropriate.	Ongoing	<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.</p> <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>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>
Businesses in the City of Sydney area are more accessible and	12. Collaborate with local businesses and disability-led	Completed Ongoing	We hosted the 'Good access is good for business' breakfast, which was part of a series of events to celebrate International Day of People with Disability 2024.	More than 50 business owners attended the event.

Objectives	Actions	Timing	2024/25 Status and progress update	Measures
inclusive to people with disability, parents with prams and older people, as well as their friends and families.	organisations to build their capacity to be more inclusive and accessible.		<p>We developed a campaign to promote access and inclusion tips and the legal access rights of people with assistance animals.</p> <p>Guide Dogs NSW/ACT developed a guide for businesses and organisations to improve access and inclusion for people who are blind or have low vision.</p> <p>We also presented our new inclusion (disability) action plan 2025–2029 to 11 NSW councils at the Zero Barriers communities of practice.</p>	<p>The video was viewed 27,994 times.</p> <p>\$30,000 grant awarded to Guide Dogs Australia to educate businesses based in the local area around the access rights of assistance animals within their premises.</p>
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 our 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>We updated our planning controls to increase the requirement for accessible housing in the Sydney Development Control Plan 2012 to require all dwellings be delivered to a minimum Liveable Housing Design silver performance standard.</p> <p>In larger new residential developments, 15% of dwellings will continue to be delivered to the Australian Standard (Adaptable Housing).</p>	The planning controls require housing to achieve 100% silver and 15% platinum liveable housing guidelines.



Objectives	Actions	Timing	2024/25 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 meet their preferences and needs.	14. Continue to deliver a range of inclusive community, learning, sport and recreation programs and major events that ensure equitable access and participation for people with disability.	Ongoing	<p>We continue to produce a range of inclusive community, learning, sport and recreation programs and major events that ensure equitable access and participation for people with disability.</p> <p>Our aquatic centres provided the 'Take Charge' mental health exercise program, a disability-inclusive open day held in collaboration with national advocacy partners.</p> <p>We also organised a series of 'Inclusive Health and Wellbeing Days' offering allied health services and accessible activation spaces, and weekly inclusive tennis programs and school holiday camps.</p>	<p>More than 800 inclusive and accessible events and programs were produced.</p> <p>Collectively, these programs achieved more than 1,000 attendances at our sport and recreation centres.</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.	15. Continue to provide programming that empowers people to manage their stressors and social and emotional wellbeing.	Completed Ongoing	We continue to provide programs promoting social inclusion, connection and participation that empower people to manage their stressors and social and emotional wellbeing.	<p>166 events/programs designed to empower people to manage their stressors and social and emotional wellbeing.</p> <p>Our community centres hosted 88 events attracted 140,007 attendees.</p> <p>Also, 7 cultural programs with content about or presented by people with disability attracted 121 attendees.</p>

Objectives	Actions	Timing	2024/25 Status and progress update	Measures
Major events in the City of Sydney area are accessible, inclusive and encourage greater participation of people with disability.	16. Deliver and facilitate major events in line with the City of Sydney's inclusive and accessible event guidelines.	Ongoing	<p>Major events such as Christmas Concerts, Sydney Lunar Festival and Sydney New Year's Eve were produced in line with the inclusive and accessible event guidelines and provided the following accessibility features:</p> <ul style="list-style-type: none"> <li>– accessible viewing areas</li> <li>– quiet spaces</li> <li>– accessible adult change rooms</li> <li>– staffed accessible drop-off and pick-up points</li> <li>– parking and buggy transfers across the events</li> <li>– promotion of accessibility features.</li> </ul> <p>We also 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>	All our major events complied with our inclusive and accessible event guidelines.
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 continue to encourage and support grant recipients to provide accessible and inclusive events, and this includes programming with people with disability.</p> <p>In 2024/25, \$44,273 funded projects that catered for audiences with disability. Most events were held in accessible venues or provided online/live streaming options to address physical barriers.</p> <p>These combined projects engaged artists with disability and people with disability in creative activity.</p>	<p>7 projects were funded to support people with disability.</p> <p>184 artists with disability were supported under these projects.</p>

# Direction 3: Meaningful employment

Objectives	Actions	Timing	2024/25 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	Our ongoing commitment to fostering a diverse and inclusive workplace is reflected in our continued leadership and collaboration to provide more meaningful employment for people with disability.	<p>379 employees completed diversity and inclusion training.</p> <p>278 employees completed Inclusion (Disability) Awareness Training.</p> <p>347 employees completed mental health training.</p> <p>494 employees (16% of total employees) completed the Hidden Disabilities Sunflower training.</p> <p>53 employees completed specialist disability training relevant for their roles, increasing understanding, empathy and building capacity for greater disability inclusion.</p>

Objectives	Actions	Timing	2024/25 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.	Ongoing	We trialled a reverse mentoring program to learn from it and use those insights to help raise awareness and understanding, as well as leadership and development opportunities for employees with disability in the coming year.	We had 8 pairs (16 participants) across 6 divisions within the organisation who participated in this trial program.
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>The Diversity Council Australia listed the City of Sydney as an Inclusive Employer, embedding our values of 'better together'. Our results in the 2023/24 Inclusive Employer Index surpassed the national benchmark about how employees feel about their employer and how diversity and inclusion is embedded in key systems across the organisation.</p> <p>We were recredited as a disability confident recruiter by the Australian Network on Disability for the third year in a row.</p> <p>We're participating in the Australian Human Rights Commission's Equality at Work program, which aims to provide best practice employment and development opportunities for employees with disability.</p> <p>We participated in the Settlement Services International Communities of Practice in 2024/25. We shared ideas and collaborated to provide best-practice and promoted more meaningful employment for people with disability, supporting their storybook project and Pathways to Possibilities launch.</p> <p>We partnered with disability employment providers to create meaningful employment opportunities for people with disability.</p> <p>Belgravia Leisure, the operators of City of Sydney pools and fitness centres employed 3 people with intellectual disability.</p>	<p>3 employees with intellectual disability were engaged in full time permanent roles.</p> <p>The number of employees with disability increased from 2.4% last year to 2.5% this year, so we have 50 employees with disability.</p>

Objectives	Actions	Timing	2024/25 status and progress update	Measures
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>We continue to provide opportunities to engage employees with disability and to retain their employment.</p> <p>We hosted events for Carers Week, R U OK? Day and International Day of People with Disability to raise awareness and celebrate achievements of employees with disability.</p> <p>Opportunities to recognise and reward accessible and inclusive behaviour was provided through the employee recognition awards.</p> <p>Inclusive City disability employee network experienced steady growth. The network had 7 meetings and developed a draft action plan to begin disability-led change in the coming year.</p>	Average employment tenure for people with disability is 15 years.
The City of Sydney's procurement policies and practices improve employment outcomes for people with disability.	22. Strengthen procurement practices by building relationships with Australian Disability Enterprises and educating City of Sydney staff.	2023–24	<p>This action has been superseded following publication of the Australian Disability Royal Commission's recommendations, and a <u>Resolution of Council</u> on 11 December 2023.</p> <p>We've identified new actions for 2024/25:</p> <ul style="list-style-type: none"> <li>– review current City of Sydney procurement contracts to avoid procuring from Australian Disability Enterprises where possible</li> <li>– 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.</li> </ul>	Action superseded.

# Direction 4: Equitable access to mainstream services

Objectives	Actions	Timing	2024/25 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 developed the inclusion (disability) action plan 2025-2029 with an extensive range of targeted and inclusive engagement approaches from August until November 2024. These included:</p> <ul style="list-style-type: none"> <li>– people with intellectual disability in collaboration with the Council for Intellectual Disability</li> <li>– people of diverse sexualities and genders with disability in collaboration with Sydney Queer and Disability Community Group (SQuAD)</li> <li>– people with disability from multicultural backgrounds in collaboration with the Multicultural Disability Advocacy Association, Ethnic Community Services Co-operative and Settlement Services International</li> <li>– Aboriginal and Torres Strait Islander people with disability in collaboration with First Peoples Disability Network Australia</li> <li>– people who are neurodivergent in collaboration with Autism Spectrum Australia (Aspect)</li> <li>– an additional focus group with 12 representatives from disability service providers who are members of the City of Sydney and Eastern Sydney Ageing and Disability Interagency network</li> <li>– a co-design roundtable workshop attended by 90 people, which included people with disability, family members and carers,</li> </ul>	<p>350 people were engaged and provided feedback for the development of the new inclusion (disability) action plan.</p> <p>160 respondents completed the online survey.</p> <p>53 people attended 5 focus groups.</p> <p>12 representatives from disability service providers a focus group.</p> <p>90 people attended a co-design roundtable.</p> <p>12 internal workshops were carried out to refine the 29 actions in the plan.</p> <p>16 submissions provided feedback on the draft</p>

Objectives	Actions	Timing	2024/25 status and progress update	Measures
			<p>disability service providers and disability representative organisations, and our employees</p> <ul style="list-style-type: none"> <li>– peer-facilitated workshops by members of the City of Sydney's Inclusion (Disability) Advisory Panel and our Inclusive City disability employee network</li> <li>– multiple in-person pop-ups at R U OK Day, Wear It Purple and Lunar Moon festival events at our community centres</li> <li>– 12 internal workshops were carried out to refine the actions.</li> </ul> <p>The draft plan was then open for public comment on the City of Sydney website from 13 May to 11 June 2025. A total of 16 submissions were received during the consultation period, all addressed by actions within the new plan.</p> <p>The new plan has 29 actions and integrates actions into the operational and business unit plans for governance with twice yearly reporting required, and an annual report developed for Council, the Minister for Families and Communities and Minister for Disability Inclusion, and the Disability Council of NSW.</p>	inclusion (disability) action plan 2025–2029.
People with disability are informed, consulted and actively participate in Council decision-making processes.	24. Actively engage people with disability in Council decision-making processes including through the Inclusion (Disability) Advisory Panel.	Ongoing	<p>The panel continues to provide advice on our policies, strategies and plans to advance the inclusion of people with disability.</p> <p>Recruitment was undertaken for the Inclusion (Disability) Advisory Panel, with refreshed terms of reference and 12 new panel members appointed in May 2025.</p>	12 new members joined the Inclusion (Disability) Advisory Panel.
City of Sydney digital and print information is accessible to all.	25. Strengthen the City of Sydney's practices in providing information and	Completed Ongoing	The City of Sydney digital and print accessibility policy and procedures were reviewed and updated in 2022.	The digital and print accessibility policy and procedures has been downloaded 22 times this year.



Objectives	Actions	Timing	2024/25 status and progress update	Measures
	communication channels by implementing the digital and print accessibility procedures.		<p>We also reviewed and updated our internal guidelines for producing and procuring inclusive and accessible communications materials in consultation with the Inclusion (Disability) Advisory Panel.</p> <p>The updated guidelines have since been published in 2025 and provide up-to-date and best practice advice to employees about procuring and producing inclusive and accessible communication materials.</p>	
City of Sydney customer service is accessible to people with disability.	26. Investigate opportunities to further improve the service experience for people with disability.	Completed Ongoing	<p>We continue to investigate opportunities to further improve the customer service experience for people with disability.</p> <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 forms that comply with accessibility standards were published on the City of Sydney website.</p>	84 new smart digital accessible online forms published on the City of Sydney 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>We continue to provide effective marketing and communication strategies to attract more people with disability to participate in City of Sydney events, programs and services. For example:</p> <ul style="list-style-type: none"> <li>– 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.</li> <li>– 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.</li> <li>– What's On provides event organisers with 3 articles in the help section titled 'Accessibility at your event'.</li> <li>– We provide guidelines for disability-inclusive events and advise event organisers how to use the access features and tags on the site.</li> </ul>	<p>1,053 events with at least one accessibility feature.</p> <p>13 events listed as disability inclusive.</p> <p>'Disability inclusive things to do in Sydney' was viewed 1,428 times</p> <p>Total views of the disability inclusive events article were 1,887</p>

Objectives	Actions	Timing	2024/25 status and progress update	Measures
			<ul style="list-style-type: none"> <li>8 access features designed for the website are available to people submitting events.</li> </ul>	
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.	Completed Ongoing	<p>Our grants and sponsorship program (application process and forms) were reviewed and updated to ensure accessibility.</p> <p>A communication plan was developed to ensure everyone in our diverse communities are informed and can apply for our grants.</p> <p>The grants and sponsorship program provided \$44,723 in funding to projects, including a Disability Pride festival celebration at Sydney Town Hall, a conference showcasing Autistic Pride, and research into best-practice for neurodiverse-friendly public open spaces. The grants and sponsorship program was also reviewed to look at simplifying and improving the accessibility of grants for people with disability.</p>	7 projects were funded under the grants and sponsorship program that enhance access and inclusion for people with disability.
New ICT (information and communication technologies) systems procured by the City of Sydney are accessible.	29. Provide a range of accessible hardware and software to increase the accessibility of the City's public access computers.	Completed	Free public access laptop and desktop computers were made available 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 E**

**Green Report (Annual Environmental  
Report) 2024/25**

# Green Report



Annual Environmental Report  
2024/25

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: Allira Johnson / City of Sydney

Published November 2025

# Message from the CEO

This year's green report provides the results for the final year of the City of Sydney's environmental strategy 2021-2025. In that strategy we set a target to reduce our operational emissions by 80% against our 2006 baseline. We were at 31% in 2019/20 and this year we achieved 78%. We reached our operational potable water target and resource recovery targets. These results are due to the dedication of the people who work for this organisation.

Two projects at Victoria Park Pool show this dedication. This year we replaced all fossil gas equipment as part of a program to electrify our pools. This project reduced our emissions and our energy use, freeing up money for other services. The electrification of Victoria Park Pool won the Gold award in the National Sustainable Project category of the 2025 Swimming Pool & Spa Association awards. We also fixed a large leak in a pipe that supplies the pool. Not only did this save precious drinking water, it was also completed in a way that protected the trees and garden beds in the park.

Carbon emissions in our local area decreased in the period covered by the strategy. At the same time our population and employment increased, meaning fewer emissions per person living or working in our area.

While we don't directly control these emissions, we can support the changes that allow our communities live more sustainably. After many years of advocating on the benefits of public transport, I'm delighted the new Metro line opened. This quick, efficient means of travel is very popular. Transport for NSW's choice to purchase 100% renewable electricity means this is a zero emissions way to travel into and out of the city.

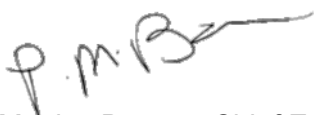
We know the future is challenging, but every positive action tips the balance. Another tree planted, an additional metre of cycleway, another electric vehicle charging point, it all makes a difference. We also know it's better in partnership, when we work together and collaborate.

In June we launched our new Environmental Strategy 2025-2030. This strategy builds on the work of the last 20 years and sets us up to continue to be a leading environmental performer. We've committed to targets in energy, emissions, water use and water quality in our own operations and for our local area. Results for the new targets will be reported in our next green report.

This year Council endorsed a comprehensive update to our planning framework, including a wide range of sustainability improvements. Council also passed important resolutions to provide a food organics service to all residents by 2030. These resolutions ensure the right systems are in place to support the environmental goals of our communities.

We also launched the new Resilient Sydney strategy in partnership with the 33 councils of the Greater Sydney Area. We're going to face increased resilience challenges and the actions in this strategy will help all of us be prepared and work together.

I'm delighted by the many examples in this year's report that show how we care for this place, putting our purpose into practice.



Monica Barone, Chief Executive Officer



# Year in review

## Operational highlights

Our operational emissions have dropped 78% since 2005/06 (baseline year), close to our target of 80% reduction by 2025. We've made significant changes to our properties and fleet to lock in this reduction.

This year we changed 4 gas hot water systems to heat pumps or electric units, making Victoria Park Pool in Camperdown our first fully electric aquatic facility. As we complete building electrification projects, we disconnect the gas supply, and if practical, abolish the gas meter. In 2024/25, 3 gas meters were removed across the portfolio. We upgraded 8 lighting systems in properties to LEDs and replaced 4 air conditioning systems with low global warming potential refrigerants. A further 21 electric vehicle charge points were installed across 4 operational sites to support our fleet transition plan.

To reduce transport emissions associated with our road works we streamlined the program into a much shorter timeframe, completing 47,000m<sup>2</sup> of roads in just over one month. This saved more than 30 heavy freight vehicle movements, 900km of travel with 50 tonnes of machinery in and out of our area. We estimate this saved 10 tonnes of CO<sub>2</sub>-e, in addition to the benefits of using circular materials in these roads.

We achieved all but one of our waste targets. We achieved our recycling and landfill diversion targets, with 92% of the waste from properties, 97% from construction projects and 54% from public places diverted from landfill. We did not achieve our target to reduce waste generation from the properties we own and manage, showing an increase of 6% against our 2019 baseline. This is because of our larger portfolio and increased renovation activity.

To support our circular materials ambitions we trialled products with recycled content in our parks. We installed composite timber decking made from a blend of recycled wood fibre and recycled plastic in Sydney Park. We renewed a soft fall area in Wentworth Park with a product made from at least 85% recycled plastic from items such as old traffic cones and deflated pool toys.

We ensured office furniture from the renewal of 343 George Street found a second home at Town Hall House, saving us more than \$250,000 compared to purchasing new items and \$6,500 in landfill fees.

To support biodiversity we installed a new floating island in the constructed wetlands in Sydney Park and completed an understorey revegetation project in Beaconsfield.

We continue to meet our potable water target and improve our water harvesting systems. These systems supplied 49 megalitres of recycled water for irrigation, a capacity increase of 4%. This is enough to meet 85% of irrigation demand for the parks supplied by these systems. We fixed a major leak at Victoria Park Pool providing yearly savings of 20 million litres of water and around \$55,000.

## Local area highlights

Greenhouse gas emissions for our local area have decreased year on year. In June 2024 they were 45% below 2006 levels despite growth in local economic activity over the same period.

Two key links in the bike network were completed: the Glebe to Ultimo cycleway (along Mary Ann and Kelly streets) and the Castlereagh Street cycleway in the city centre. These projects support our greening goals with space for more trees and new garden beds.

We're taking steps to support our communities during increasingly hot summer days. In the 2024/25 summer, we trialled several projects to help people prepare for and cope with extreme heat. We held community workshops to help people plan for emergencies such as heatwaves and power outages. Our digital screens across the city centre display warnings and practical tips to help people stay safe and avoid heat-related illness. We partnered with St Vincents Hospital and the University of Sydney to set up mobile cooling tents in parks, providing a cool space with misters and fans, and an opportunity to consult with a health practitioner.

To understand our future climate and how best to prepare and adapt to increasing urban heat, we studied the microclimates in our area for 4 months. The study showed we have a varied climate across our area, with a temperature variation of up to 10°C from north to south. Overall, the hottest areas are in the south and west including Alexandria, Rosebery, Glebe and Camperdown. This information helps us identify the best ways to adapt in each suburb and understand what support is needed in communities most affected by climate change.

Our residential waste landfill diversion rate was 52%, with a recycling rate of 32%. We continue to provide a range of services and accept a wide range of materials for recycling, making it easier for residents to keep waste out of the red lid bin. We're trialling a local option for up to 600 tonnes of food scraps we collect from local residences. The food scraps are fed to black soldier fly larvae in a secure, temperature-controlled processing module about the size of a shipping container in Alexandria. This is a sustainable and circular solution which avoids emissions created by the food scraps decomposing in landfill and reduces transport emissions. We introduced new collection streams for pharmaceutical packaging and textiles in bad condition, and we're trialling a used furniture drop-off service with charity partners.

A wide range of sustainability improvements were included in the revisions to our Local Environmental Plan (LEP) and Development Control Plan (DCP) that were endorsed by Council this year. These improvements include making it easier to install EV charging in apartment buildings and to install solar panels in heritage areas, restricting indoor gas appliances in new homes, supporting biodiversity, green roofs and food production in commercial buildings and improvements to onsite rainwater collection.

This year volunteers contributed 3,200 hours of work at Sydney City Farm, producing 753kg of fresh food for local charities. Our crop diversity increased with more than 270 different types of fruit, vegetable, herbs and flowers grown this year. More than 200 people from 14 businesses have worked at the farm in team building and wellbeing programs.

Overall potable water use in the local area decreased by 3.8% in 2023/24 compared to the year before. Residential daily water use per person decreased by 12% from 221 litres/person/day to 194 litres/person/day. Non-residential water use in 2023/24 was 1.86 litres/m<sup>2</sup>/day, a 20% reduction from our 2019 baseline.

This year we completed a significant restoration of the Beare Park seawall in Elizabeth Bay. This project had the potential to disturb protected sensitive marine habitats or damage a series of artificial rock pools on the lower wall beneath the works. The project team used a cantilevered scaffold system that extended over the seawall from the footpath, avoiding the need to construct supports on the seabed.

We've identified a new series of gross pollutant traps that will further improve the cleanliness of our stormwater and we're starting to build them. The first one was completed in Glebe in June. It is expected to prevent another 26 tonnes per year of solid waste pollution from entering Blackwattle Bay.

## Operational targets

Target		Latest result	
<div><div><div><div><div></div><div>CO<sub>2</sub></div></div><div></div></div><div>Carbon</div></div><div><div>80%</div><div>reduction in emissions generation by end June 2025, from 2006 baseline</div></div><div><div>78%</div><div>reduction against baseline (June 2025)</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div>Maintain emissions from the City's fleet below 2014 levels, and aim to achieve zero fleet emissions by 2035 or sooner</div><div><div>12%</div><div>reduction against baseline (June 2025) Target achieved</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div>Water</div><div><div>zero increase</div><div>in potable water use annually until 2025, from 2006 baseline</div></div><div><div>13%</div><div>reduction against baseline (June 2025) Target achieved</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div>Waste</div><div><div>90%</div><div>diversion from landfill, with 50% source separated recycling, from City-managed properties by end June 2025</div></div><div><div>91%</div><div>diverted from landfill (June 2025) Target achieved</div></div><div><div>56%</div><div>source separated recycling (June 2025)</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div><div>15%</div><div>reduction in total waste generated from City-managed properties by end of June 2025, from 2019 baseline</div></div><div><div>6%</div><div>increase in total waste generated against baseline (June 2025)</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div><div>70%</div><div>resource recovery of waste from office strip out and fit out by end of June 2025</div></div><div><div>Data is not available for this reporting period. A measurement process is still being established</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div><div>90%</div><div>resource recovery of construction and demolition waste generated and managed by City operations by end June 2025</div></div><div><div>97%</div><div>recovery of construction and demolition waste (June 2025) Target achieved</div></div></div>			
<div><div><div><div></div><div></div></div><div></div></div><div><div>50%</div><div>resource recovery of waste from City parks, streets and public places by end June 2025</div></div><div><div>54%</div><div>resource recovery from City parks, streets and other public places (June 2025) Target achieved</div></div></div>			

## Local area targets

### Target

### Latest result

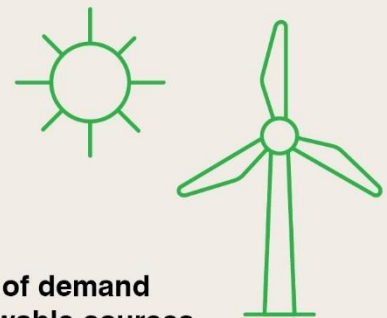


## Carbon

**70%** reduction in emissions generation by 2030, from 2006 baseline

**net zero** emissions by **2035**

**45%** reduction against baseline (June 2024)



**50%** of **electricity** demand met by renewable sources by 2030

**35%** of demand met by renewable sources (NSW average, June 2025)



## Water



Reduce residential **potable water use to 170 litres** per person per day by 2030

**194 litres** per person per day (June 2024)



**10%** reduction in non-residential **potable water use** per m<sup>2</sup> by 2030, from 2019 baseline

**20%** reduction against baseline (June 2024)  
Target achieved

**50%** reduction in the annual **solid pollution load** discharged to waterways via stormwater by 2030

Gross pollutants reduced by **21%**  
Total suspended solids reduced by **15%** against 2006 baseline (2025)

**15%** reduction in the annual **nutrient load** discharged to waterways via stormwater by 2030

Total phosphorous reduced by **9%**  
Total nitrogen reduced by **5%** against 2006 baseline (2025)



## Local area targets continued

### Target

### Latest result



Increase overall **green cover** to across the local area, including **27% tree canopy** by 2050

**40%**



### 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** **52%**  
(June 2025)

**Source separated recycling** **32%**  
(June 2025)

**90%**

diversion from landfill of **commercial and industrial waste** by 2030

**55%**

**diversion from landfill**  
(estimate, 2025)

**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

**17%**

**per capita reduction in waste since 2015**  
(June 2025)  
Target achieved

# 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

The world needs to limit average temperatures as close as possible to 1.5°C above pre-industrial levels. This is why we've set an ambitious target to reduce our operational greenhouse gas emissions. To reach this target we're electrifying our buildings, fleet and equipment, managing our waste and purchasing 100% renewable electricity.

## Our results

Our operational emissions have dropped 78% since 2005/06 (baseline year). In 2024/25 our emissions decreased from 12,554 tonnes CO<sub>2</sub> equivalent (CO<sub>2</sub>-e) to 11,720 tonnes CO<sub>2</sub>-e.

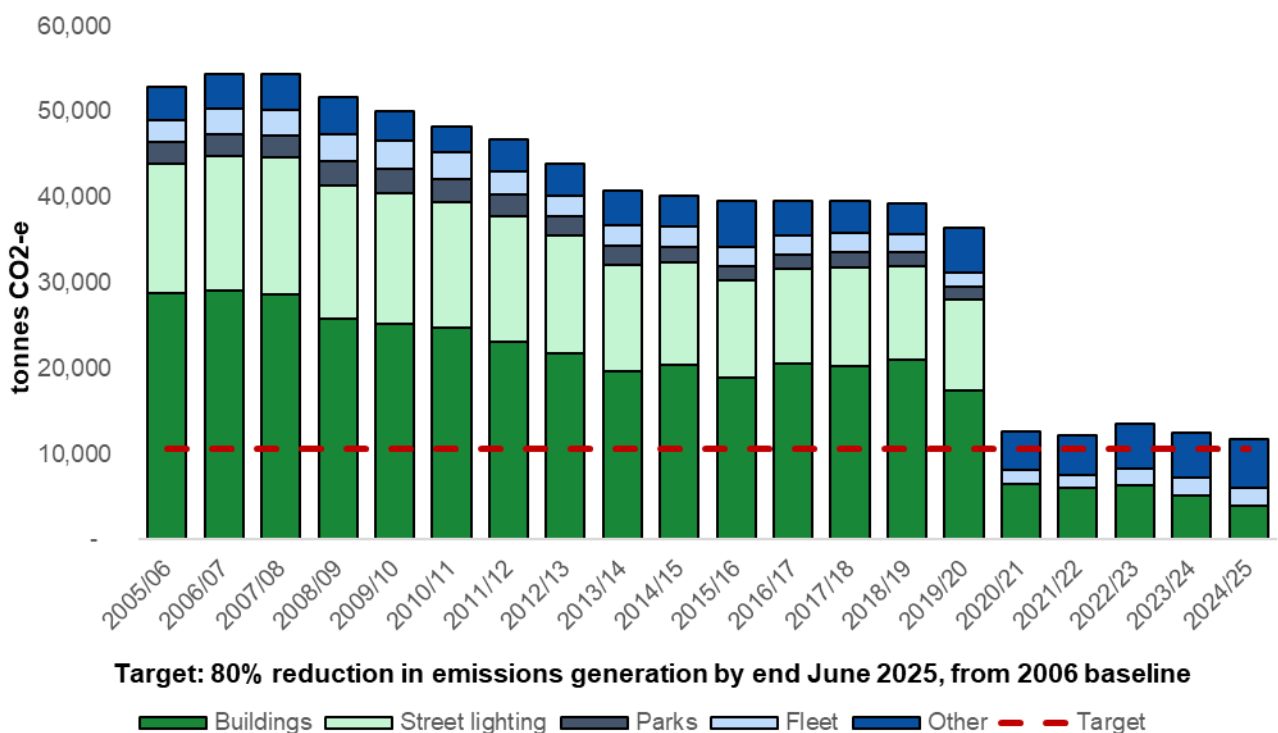


Figure 1: Operational carbon emissions

The City of Sydney became the first government authority to achieve carbon neutral certification from the Australian Government in 2011. To maintain this certification, we purchase high integrity carbon credits for our remaining emissions. Since the 2019/20 certification year we have purchased an increasing share of high quality Australian carbon credits which support Aboriginal & Torres Strait Islander fire and land management projects.



## New Year's Eve fireworks

The carbon emissions from our role in New Year's Eve are included in our total operational carbon reporting, with 865 tonnes estimated for the 2024 event. This is a conservative (high) estimate using mostly expenditure-based emissions calculations. The combustion of fireworks contributed 2.7 tonnes – only 0.3% of the event's emissions.

## Fleet emissions

Emissions from our vehicle fleet were 2,116 tonnes CO<sub>2</sub>-e, a 12% decrease compared to our 2014 baseline.

Fleet emissions are expected to decline as we invest in more electric vehicles. As of June 2025, 18% of our fleet was fully electric. To complement our road registered electric fleet, we continue to increase the use of electric bikes, with more than 9,592km travelled in the year.

The chart below shows an increase from 2022/23. This is largely a result of changes made in 2023 by the Australian Government to the emissions factors used for diesel and petrol. These fuel types are now more carbon intensive as production has moved overseas.

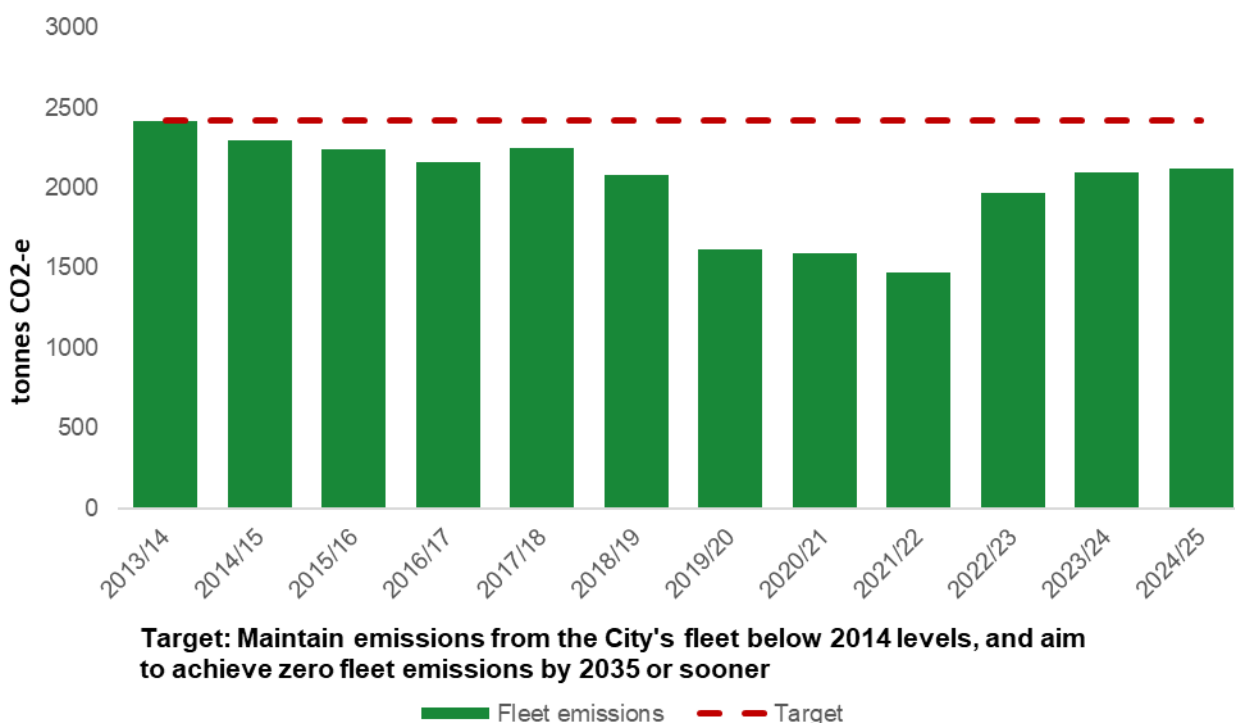


Figure 2: Operational fleet emissions

## Working towards our emissions targets

Our goal in the environmental strategy 2021-2025 was to reduce emissions by 80% from 2006 levels by 2025. We've reset our ambition in the new environmental strategy with a target of 85% reduction in emissions from 2006 levels by 2030. These targets are absolute and do not include offsets.

We're focused on meeting this target by electrifying our properties, fleet, plant and equipment. 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. Actions to reduce emissions from our waste are detailed in the [waste and materials](#) section.

We have allocated funds in the long-term financial plan to our net zero buildings goal. This year we changed 4 gas hot water systems to heat pumps or electric units, upgraded 8 lighting systems in properties to LEDs and replaced 4 air conditioning systems with low global warming potential refrigerants.

As we complete building electrification projects, we disconnect the gas supply, and if practical, abolish the gas meter. During the year 3 gas meters were removed across the portfolio.

Instead of refuelling at petrol stations, fleet vehicles are charged at our facilities between shifts or overnight. This year a further 21 electric vehicle charge points were installed across 4 operational sites to support this transition.

In 2021 we began using battery-powered equipment in our parks and open spaces by replacing petrol blowers with fully electric alternatives. Since then, we've made the move to 100% battery powered hedgers and brush cutters.

Viable electric heavy vehicle options are starting to emerge. Replacing our tipper trucks is being considered for our first significant step forward. We've completed analysis on the charging infrastructure and electrical capacity required to support this shift as more suitable vehicles become available.

While our long-term agreement to purchase 100% renewable electricity contributes to environmental savings, it also protected us from electricity price increases. We saved \$5 million in the first 5 years.

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## How we do it

### Measure and report

By monitoring our energy use, we identify ways to cut consumption and lower 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 in this 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 set up 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 ways to reduce the amount of concrete we use and choose low carbon options 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.

Trials of new electric heavy vehicles are underway, with close market monitoring to support future fleet transitions. 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, purchasing carbon credits from quality Australian and international projects. These projects support regional efforts, regenerating ecosystems and supporting biodiversity.

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## Victoria Park pool electrifies its future

Sydney's oldest inground swimming pool, Victoria Park Pool in Camperdown, is our first fully electric aquatic facility.

This year we replaced the gas heating systems with highly efficient electric heat pumps. The project replaced an old gas boiler, instant gas hot water units and 3 outdated heat pumps with state-of-the-art electric heat pumps and supporting infrastructure. This approach is up to 4 times more efficient and helps keep the pool at a consistent and comfortable temperature.

Converting our fossil gas-using plant and equipment to electricity is an important action to meet our carbon emissions reduction targets. Since the change the site has consumed zero gas and reduced its electricity use, leading to lower running expenses.

We also installed a sophisticated building management system that continuously monitors system performance and allows real-time adjustments. The system ensures issues are quickly identified and resolved, reducing downtime and maintenance costs. The project

team worked closely with the pool operators and maintenance teams to ensure the installed systems could be reliably serviced by local maintenance providers.

Efficient heat pumps will be introduced at all 6 aquatic centres as we progress towards full electrification of our operations by 2030.

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## Smart planning reduces emissions

Our road maintenance program uses large and heavy civil machinery brought onsite from western Sydney.

To reduce the transport emissions associated with our road works, last year we streamlined the program into a much shorter timeframe than the usual 10 to 12 months. It also greatly reduced overall disruption to our communities.

Well-coordinated scheduling with our contractors, utility providers and traffic



The new equipment and project team at Victoria Park Pool. Image: Chris Southwood / City of Sydney



authorities allowed us to complete 47,000m<sup>2</sup> of roads in just over one month.

This saved more than 30 heavy freight vehicle movements, 900km of travel with 50 tonnes of machinery in and out of our area. We estimate this saved 10 tonnes of CO<sub>2</sub>-e. By selecting a product with 20% recycled asphalt and 2.5% recycled crushed glass, the project supported our commitment to circular materials.



Road renewal in Millers Point. Image: Chris Southwood / City of Sydney

# Action for our city

While we can't tackle the climate crisis alone, we can lead and encourage others to do the same. This is why we set a net zero target for the local area.

Our programs, grants and partnerships support building owners, residents and businesses to improve energy efficiency and switch to renewable energy. We support and campaign for zero emissions transport, buildings and energy supplies. In our local area we encourage the use of transport with no or reduced emissions.

## Our results

Greenhouse gas emissions for our local area have decreased year on year. In June 2024 they were 45% below 2006 levels.

From 2005/06 to 2023/24, gross regional product, a measure of local economic activity, grew by 79%<sup>1</sup> even as total emissions have significantly reduced.

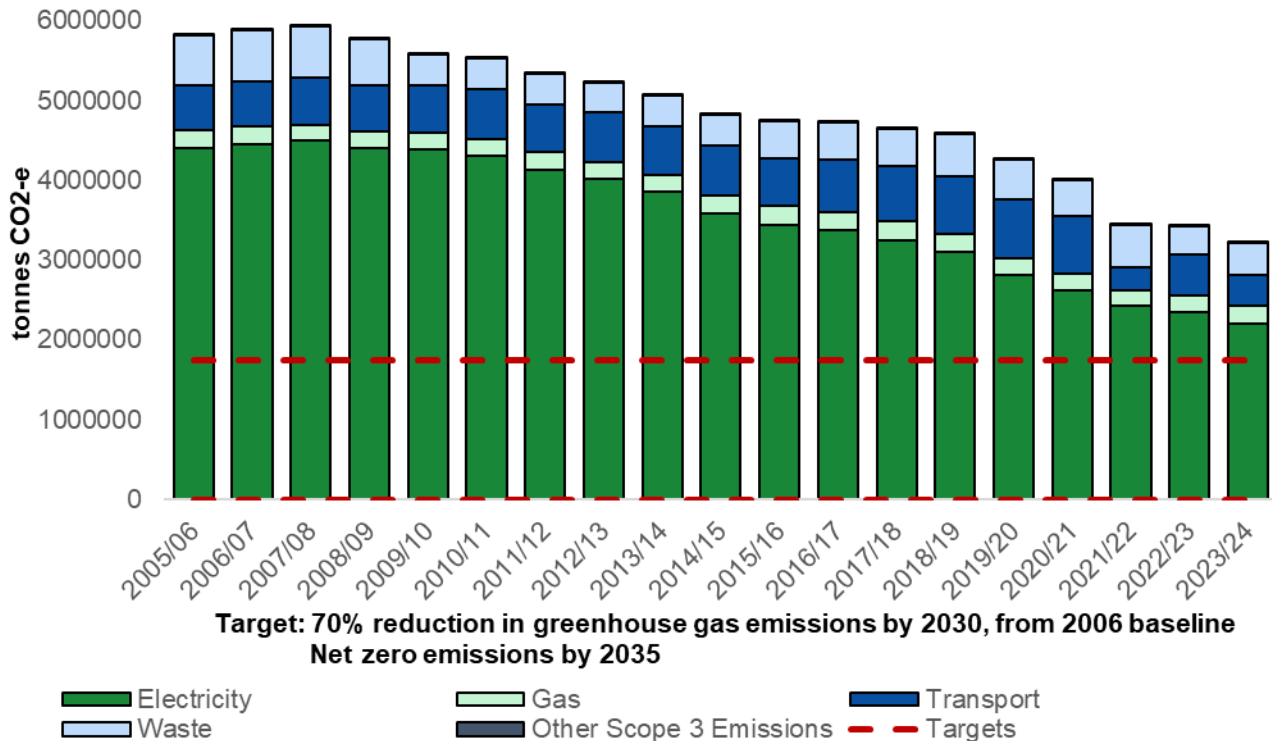


Figure 3: City of Sydney local area emissions

<sup>1</sup> Economy.id, National Economics (NIEIR). Modelled series, not adjusted for inflation

## Air quality

The NSW Government operates 2 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, which is the best rating. Real-time air quality data is available online from the [NSW Government](#).

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## How we do it

### Measure

We use the [greenhouse gas protocol](#) to measure the emissions for our local area.

### 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 provide information for residents, businesses and other organisations to switch to GreenPower electricity plans.

### Food waste collection

Reducing the amount of food waste being sent to landfill not only helps manage waste, it also cuts carbon emissions by preventing food from turning into methane.

### Promote active, renewable transport

We encourage people to move away from private vehicles and towards walking, cycling and public transport.

As well as setting 40km/h speed zones in residential areas, we've added shared zones to make walking a safer and more pleasant experience.

We provide on-street charging locations to encourage a shift to electric vehicles.

### Planning requirements

Our development controls and associated guidelines help improve energy efficiency, reduce greenhouse gas emissions and promote renewable energy power sources in new buildings and major redevelopment.

### Support for green tech

We support the Greenhouse Climate Tech Hub through an accommodation grant and rental subsidy. The hub provides coworking areas, meeting rooms and event spaces to more than 850 innovators driving climate action, fostering a dynamic environment for collaboration. The hub also runs year-round programming, including industry events and capacity-building workshops for founders.

### Advocacy

We advocate to state and federal governments on a wide range of issues. Our focus spans from building performance improvements, ratings and disclosure to national energy and emissions targets, electric vehicle support, improving fuel standards and climate justice.

### External factors

The electricity grid is rapidly greening. The NSW grid was 35.3% renewable in the year to June 2025, up from 31.6% the previous year.



## Preparing for the heat

### Knowing our heat risks

We're already experiencing more hotter days, higher humidity and longer heatwaves in our local area.

To understand our future climate and how best to prepare and adapt to increasing urban heat, we studied the microclimates in our area for 4 months. A microclimate is the climate of a small area that differs from the surrounding region, for example, a cluster of hotter streets within a cooler suburb.

The study showed we have a varied climate across our area, with a temperature variation of up to 10°C from north to south.

Overall, the hottest areas are in the south and west including Alexandria, Rosebery, Glebe and Camperdown. These areas tend to have lower canopy cover and high amounts of materials, such as concrete, that absorb and store heat during the day and release it in the evening. In these hotter areas, communities may experience hotter days and less cooling in the evenings during heatwaves, also having impacts on people's health and what they can do to cool down.

This study, together with new climate modelling data provided by the NSW State government, NARClIM 2.0, means we can better understand how increased heat, more intense rainfall and water inundation may impact our local area.

This information helps us identify the best ways to adapt in each suburb and understand what support is needed in communities most affected by climate change.

Building climate resilience into our operations, providing climate information and helping people to prepare are all important activities to be ready for summer.

### Be aware and have a plan

We're taking steps to support our communities during increasingly hot summer days. In the 2024/25 summer, we trialled several projects to help people prepare for and cope with extreme heat.

When the Bureau of Meteorology issues a heat alert, our digital screens across the city centre display warnings and practical tips to help people stay safe and avoid heat-related illness.



Hanging sensors to collect microclimate data. Image: Abril Felman / City of Sydney



To support people experiencing homelessness, the most at risk in our communities, we partner with St Vincents Hospital and the University of Sydney to set up mobile cooling tents in parks. These tents provide a cool space with misters, fans and an opportunity to consult with a health practitioner. The tents also support people living in social housing and others who need a break from the heat.

We held community workshops to help people plan for emergencies such as heatwaves, power outages and knowing where to go – and how to get there – if conditions become too hot.

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## Transport improvements

Sydney Metro City and Southwest opened in August 2024 providing a frequent and fast service connecting our area to Sydenham in the south, the north shore and north-west. As the first new city centre railway and stations to open since 1979, this is a major milestone for public transport.

We were early advocates for the Metro network as a solution for increased public transport to

connect Sydney. To support the success of the new stations, we created high quality public spaces for the new stations at Waterloo, Central, Gadigal, Martin Place and Barangaroo.

### **More cycleways make Sydney safer, greener and more connected**

We continue to make Sydney an even more attractive place for people to ride. This year 2 key links in the bike network were completed: the Glebe to Ultimo cycleway (along Mary Ann and Kelly streets) and the Castlereagh Street cycleway in the city centre.

By connecting the network we're creating a city where riding is a safe, quick and viable alternative to cars or public transport.

These cycleway projects don't just benefit people riding. We include improvements to our streets such as more trees and garden beds, making it our footpaths more attractive for socialising and alfresco dining.

These improvements help calm traffic, improve safety for people walking and create streets that encourage people to linger for longer, which supports businesses.



Castlereagh Street cycleway. Image: Will Jones / City of Sydney

## Share bike bays reduce clutter and support people riding

Share bikes are an increasingly popular mode of transport in our area with 60,000 weekly trips consistently recorded.

We have long supported this mode of transport as it encourages people to get active while travelling and frees up space on congested roads and public transport.

But with its popularity comes clutter and safety risks when bikes block footpaths. With no regulation from the state government in place, we trialled on-street parking for share bikes in sections of kerbside not being used.

Our first parking bay was in Haymarket with the trial expanded to 16 locations by June 2025, with capacity for up to 228 dedicated parking spaces.

Share bike companies are encouraging people to park here and distributing bikes to these locations.

## Climate-focused events

### CityTalks: the climate and nature crisis – what Australia does matters!

Our CityTalks are free events that feature high profile international or national keynote speakers and a discussion panel of local and international experts. On 2 April 2025 at Sydney Town Hall, speakers and panellists discussed why strong and decisive climate action was needed now more than ever.

Over 800 attendees heard from 13 speakers on the new frontlines for climate action and unpacked the levers of change for tackling the climate crisis in the challenging years ahead. The event featured two internationally renowned leaders on global climate action and climate justice: Christiana Figueres, Founding Partner, Global Optimism and former Executive Secretary of the United Nations Framework Convention on Climate Change and Jennifer Robinson, human rights barrister.

This CityTalk launched our draft environmental strategy 2025-2030 for public comment and



Speakers and panellists at CityTalks: the climate and nature crisis - what Australia does matters! (Image: Katherine Griffiths/City of Sydney)



highlighted outcomes from our sustainability partnership programs.

Through these events we aim to inspire, inform, educate and engage the community in an international dialogue to realise Sustainable Sydney 2030-2050 Continuing the Vision. The [full recording of the event](#) is available.

### **Australian Sustainable Finance Summit**

On 31 October 2024, the Australian Sustainable Finance Summit brought together more than 400 leaders, experts and changemakers from across finance, government, not for profits and human rights groups.

Centred on the theme Catalysing Ambition into Action, the summit showcased bold ideas, practical strategies and cross-sector collaboration to accelerate progress in sustainable finance.

The event was the first of 3 years of summits we supported with a business sector support grant.

### **Climate Action Week**

Climate Action Week Sydney (CAW.SYD) was successfully held in March with nearly 300 community-led events, more than doubling the size of the inaugural 2024 year.

There were keynote panels, workshops, exhibitions, tours and networking sessions covering themes such as biodiversity, green industries, regenerative economies and empowering youth.

We're supporting the first 3 years of the event with an innovation and ideas grant. The next Climate Action Week Sydney will run from 9 to 15 March 2026.

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## **Influencing for change**

### **Climate action**

We advocated to federal and state governments for environmentally, economically, and socially just policies and programs. Our submissions included expanding the Commercial Building Disclosure program, home energy ratings disclosure, gas network pricing and priorities for the NSW Net Zero Commission.

We also supported minimum rental standards, incentives for electrification, and safe and equitable decommissioning of the gas network, with targeted support for people who are renting, live in apartments or on low incomes.

### **Transport**

We had a strong focus on e-micromobility, including the need for NSW Government to regulate share bikes, support share bike parking and provide clarity on its proposed legalisation of electric scooters. We provided the NSW Inquiry into the use of e-scooters, e-bikes and related mobility options with a comprehensive submission and provided evidence at a hearing.

We advocated to state and federal governments about the key steps to achieve net zero transport emissions.

### **Environmentally responsible investment**

We have directed our investment funds towards environmentally and socially responsible investments since 2015. These investments fund emissions and waste reduction and efficient use of finite resources through recycling and use of environmentally responsible products, subject to the constraints of legislative requirements and market demand for such products.

In 2024/25 we invested \$50 million into Westpac Green Term Deposit products, with the funds allocated to a range of emissions reduction projects. 64% of the funds were directed to low carbon buildings, 25% to renewable energy projects and 11% to low carbon transport and infrastructure projects.

Our [investment policy](#) outlines how we will continue to prioritise investments in environmentally and socially responsible products.

We don't directly or knowingly invest in activities that add carbon emissions and toxins into the environment or lead to the degradation or destruction of land and marine habitats.

# Our strata and business programs

To improve sustainability and resilience in our local area and beyond, we partner with building owners, operators and tenants to achieve our environmental targets and resilience goals, accelerating our progress to net zero by 2035 and a more circular economy.

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## Program results

### Smart Green Apartments

Since 2016 around 228 apartment buildings, have participated in the program<sup>2</sup>. This represents more than 18,000 apartments.

Participating owners corporations have collectively:

- saved \$11 million in running costs
- avoided 65,000 tonnes of greenhouse gas emissions
- invested over \$4 million in upgrades.

[Smart Green Apartments annual report](#)

### Better Buildings Partnership

The partnership captures 50% of commercial office space and 88 buildings in our local area.

Since 2005/06, program partners have collectively:

- reduced stationary emissions intensity by 95%<sup>3</sup>
- reduced energy intensity by 58%
- reduced water use intensity by 64%.

Partners are buying 88% of base building electricity 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 31%
- reduced potable water use by 21%
- achieved 69% waste diversion from landfill
- purchased 12% renewable electricity.

[Sustainable Destination Partnership annual report](#)

### CitySwitch Sydney

The program provided tailored decarbonisation support to 73 businesses, representing 107 tenancies in our local area.

Collective results for tenancies in the Sydney program indicate:

- average emissions intensity is 17kg CO<sub>2</sub>-e per square metre
- average electricity intensity is 68 kWh per square metre
- 70% have switched to purchasing renewable electricity
- average NABERS energy rating of 5 stars.

[CitySwitch program annual report](#)

<sup>2</sup> The 2023/24 SGA annual report recorded 279 buildings which represents the number of owners corporations including pilot participants. The data in this report has been adjusted to align with investment and impact figures.

<sup>3</sup> This reflects Scope 1 and 2 emissions, includes base building electricity and gas consumption. See BBP annual report for details

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## Working with our strata communities

This year we helped owners corporations improve sustainability of their buildings, supporting them to explore upgrades including domestic hot water heat pumps, EV charging infrastructure and rooftop solar.

We published a series of case studies on how apartment buildings have taken part in the program. In these case studies owners corporations share their experiences and the benefits they've achieved from sustainability infrastructure.

### Partnership snapshot

Zenix, a 224-apartment residential building in Erskineville, installed 170 rooftop solar panels in November 2024. The owners corporation made this investment after receiving their first NABERS energy rating, an action plan and a solar feasibility study funded by our green building grant.

Each panel can generate up to 580 watts, giving the system a total capacity of 99 kilowatts to power common areas. In its first 2 months, the system produced 27 megawatt-hours of electricity, enough to charge an electric vehicle for 160,000km.

Looking to the future, the strata committee will monitor savings and consider if battery storage is feasible.



Zenix's new solar panels. Image: Michelle Tan/City of Sydney



## Supporting a sustainable destination

This year Sydney ranked 10th out of more than 100 cities in the Global Sustainable Destination Index. The Sustainable Destination Partnership, a collaboration of Sydney's accommodation and entertainment venues and cultural institutions, worked together to improve environmental performance and achieve our best ever score in the index.

Partners focussed on upskilling their teams in avoiding food waste, renewable electricity procurement and electrification of buildings. Together the partnership has co-designed a pathway to net zero emissions.

### Partnership snapshot

At Opera Bar and House Canteen sustainability starts with culture.

Executive chef Fernando Sanchez embeds sustainability into everyday operations. From onboarding to daily operations, his team is constantly reminded of the importance of reducing food waste.

In the kitchen, colour-coded bins with photo guides streamline organic waste separation. This simple but strategic system, refined over time, has enabled Opera Bar to divert 96% of its waste from landfill.

With systems and culture in place, the team is now working further up the food waste hierarchy, adjusting portion sizes, conducting waste audits, and measuring impact to reduce waste before it begins.

This commitment extends beyond the kitchen. Fernando has created relationships with local suppliers to tackle waste together. When a supplier had surplus zucchini flowers that didn't meet cosmetic standards, Fernando turned them into a featured menu item. These partnerships allow flexibility, innovation, and ultimately, less waste.

Through passion, persistence and strong leadership, Fernando has turned Opera Bar and House Canteen into a shining example of how to reduce food waste.



Opera Bar CEO Fernando Sanchez showing the KITRO system which tracks waste using image recognition and AI technology. Image: Michael Matthews /City of Sydney

## Improving sustainability in Australian businesses

This year the Better Buildings Partnership published the circular economy procurement best practice guideline. It brings together experiences from industry, key peak bodies and sustainability consultancy Thinkstep-ANZ on how organisations use their procurement power to achieve greater sustainability and gain a competitive edge in tender processes.

The guideline supports property owners, managers and tenants to understand how to meet sustainability expectations, improving the performance of their buildings by embedding circularity principles in procurement.

CitySwitch continues to support commercial office tenants with sustainability and their journey to net zero emissions. This year one of our focus areas was supporting businesses to understand the new mandatory climate reporting requirements, the Australian Sustainability Reporting Standards (ASRS).

### Partnership snapshot

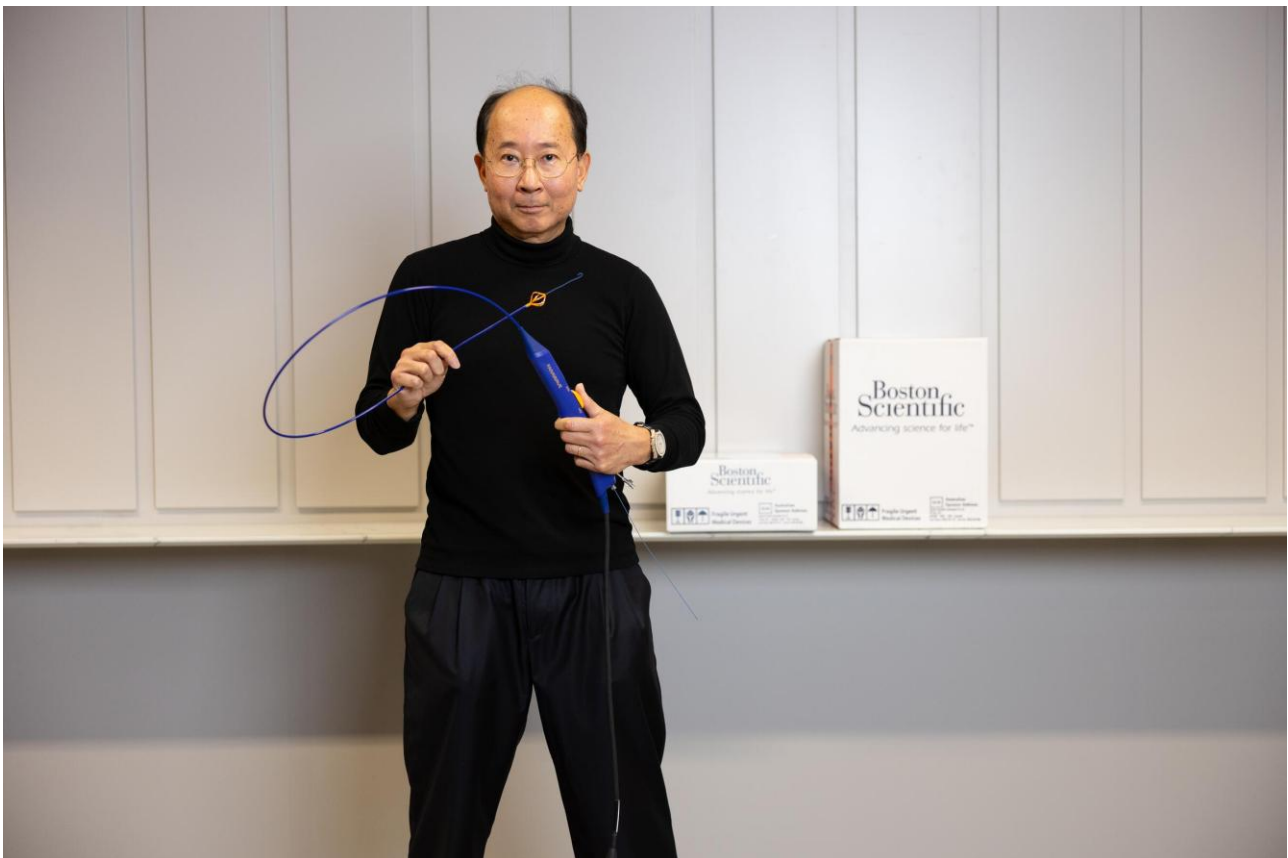
Boston Scientific's Australian and New Zealand operations are committed to achieving net-zero greenhouse gas emissions by 2050. Through CitySwitch, the company gained a structured framework to identify high-impact emission sources across their operations and supply chain.

They decided to focus on freight, a major but often overlooked contributor to emissions in the healthcare industry.

Boston Scientific shifted their endoscopic product shipments from air to sea freight. Since January 2025, 6.83 tonnes of product have arrived by sea freight, cutting an estimated 100 tonnes of CO2-e, a 99% reduction in freight emissions.

The company also adopted a carbon-neutral domestic freight provider and introduced a once-daily ordering system for major customers. This change reduced emissions by 25% year-on-year and delivered cost savings.

Boston Scientific ANZ is a leading example of how multinational companies can turn net-zero targets into local tangible action.



Harry Chiam from Boston Scientific. Image: Abril Felman/City of Sydney



# 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 used just once and discarded. We've set targets to reduce waste creation, increase recycling and resource recovery and dramatically reduce how much waste goes to landfill.

We're responsible for managing waste and recycling from our buildings, construction and asset management projects, and the parks and public spaces we look after.

## Our results

We have separate targets for waste from our properties and the public spaces 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. [Attachment 1: Understanding our waste data](#) explains the terms used to report waste and recycling results.

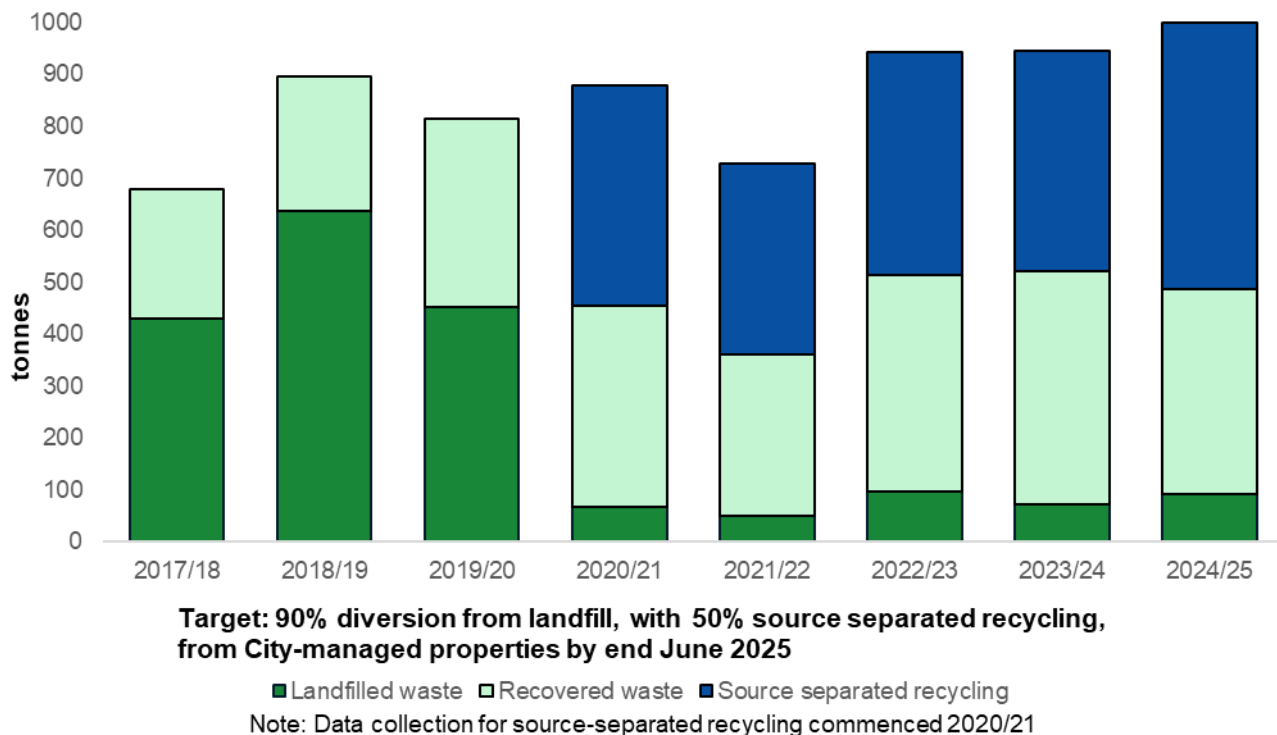


Figure 4: Operational waste from our properties

Total waste generated from our properties was 998 tonnes in 2024/25, an increase of 6% against our 2019 baseline. This is because of our larger portfolio and increased renovation activity. Since 2019 the number of properties we service has grown from 65 to 76. There has also been a recent increase in strip-outs and renovations which has generated a significant amount of waste.

In 2024/25, 8535 tonnes of waste were generated from our parks, streets and public places.

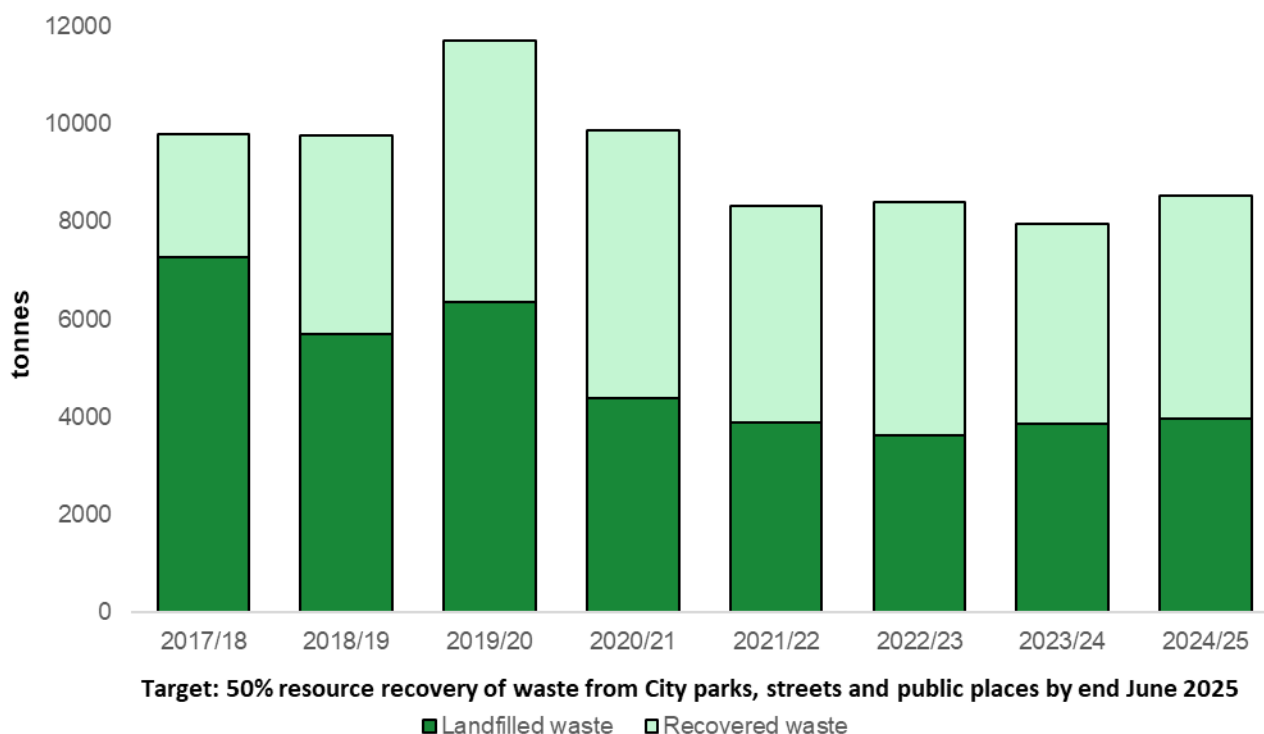


Figure 5: Waste from public spaces that we manage

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Landfill diversion rate, City of Sydney properties	37%	29%	44%	92%	93%	90%	92%	92%
Source separated rate, City of Sydney properties				52%	54%	51%	49%	55%
Resource recovery rate, parks, streets and public places	26%	42%	46%	55%	53%	57%	51%	54%

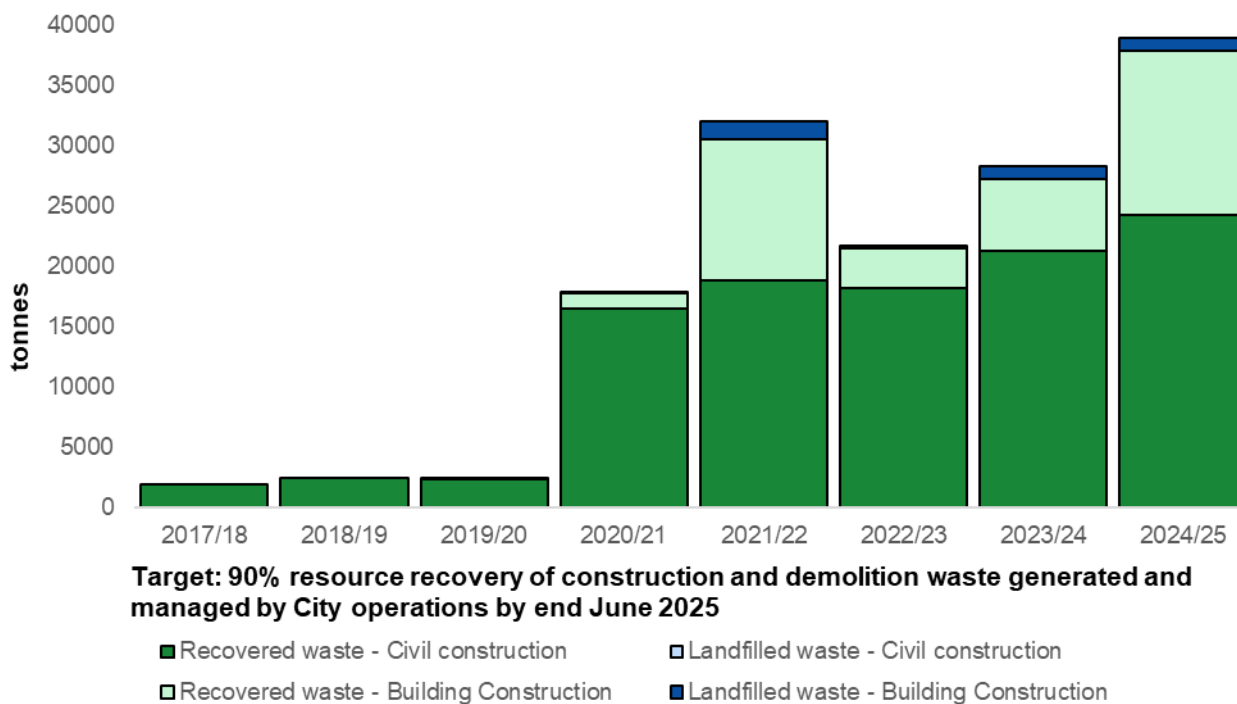
Table 1: Operational waste recovery rates

Food dehydrators across 3 locations processed 8.5 tonnes of food waste, generating 1.5 tonnes of soil conditioner.

After a successful trial, the City of Sydney uniforms recycling program is now a permanent service. This year 682kg of uniforms, shoes, hard hats and safety glasses were recycled and repurposed.

## Construction and demolition waste

In 2024/25, we achieved a 97% 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.



Note: Improved data collection, including for building construction projects, commenced 2020/21

Figure 6: Construction and demolition waste from our operations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Resource recovery rate, civil construction	100.0%	100.0%	95.0%	99.7%	99.9%	99.9%	99.9%	99.9%
Resource recovery rate, building construction	-	-	-	92.8%	88.4%	93.8%	84.7%	92.8%

Table 2: Construction and demolition waste recovery rates

## How we do it

### Measure

We're continually improving our reporting processes for our operational waste streams. Monthly reports from our waste contractors are 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. Tap to print (release printing) is also in place. Paperless solutions are preferred for records management and Council business.

Our updated merchandise policy ensures we only produce branded items when there is a demonstrated benefit, and the item meets our single-use guidelines.

Employees at Town Hall House are encouraged 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. Specialised sites also have battery, textile, light bulb and metal recycling. We collect our uniforms for textile recovery.

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.

### 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 for single-use items](#) to reduce waste from events and services.

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## Trialling circular solutions for our parks

We're continually looking at new products to support our circular economy ambitions. We have a strong history of collecting materials to be recycled and we are complementing this by choosing recycled content materials. Closing the loop is core to a circular economy and a thriving recycling industry in Australia.

This year we used 2 new recycled-content products in our parks.

At Sydney Park an existing timber boardwalk over a wetland had reached the end of its life. Instead of replacing it with virgin timber, we installed a new composite timber decking product made from a blend of recycled wood fibre and recycled plastic.

This decking product is better suited near water than natural timber. It is UV and moisture resistant and does not require staining, sanding, oiling, sealing or painting which can be challenging over water. In choosing this durable



Sydney Park deck. Image: Will Jones / City of Sydney



product we're aligning to the circular economy principle to keep products in use for as long as possible.

At Wentworth Park the existing rubber safety surfacing around the exercise equipment was also at the end of its life.

Safety surfacing has two layers, the soft fall surface and a rubber cushioning layer. Condition inspections showed the cushioning layer didn't need replacing. In these areas we chose to only replace the soft fall surface, allowing 60% of the existing material to be retained. This significantly reduced construction waste and prevented the rubber from prematurely ending up in landfill.

We also chose a circular option for the new soft fall surface. We used tiles made from at least 85% recycled plastic, often sourced from items such as old traffic cones and deflated pool toys.

Due to the modular nature of the safety tiles, individual pieces can be replaced in future if they are damaged or if the exercise equipment area is changed. The tiles don't use an adhesive, reduces the risk of the cushioning layer being removed if repairs are required.

This is a great example of the circular concept of design for disassembly supporting reduced costs for our community spaces.

This project supports our goal to reduce waste generation from our properties.

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## A second life for city colour

Once our colourful planter displays are finished for the season, they're given a second life by reusing and recycling their components.

We give perennial plants to the public, and plant them at Sydney City Farm, parks and open spaces.

Annual plants are taken back to the nursery, where they are composted to create new soil. The potting mix is recycled to create a new batch and the pots washed for reuse.

We also recycle our metal planters once they can no longer be repaired by sending them to be melted down and turned into new items.

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## Preservation goes deeper than a building's façade

343 George Street is steeped in history. Built in the 1920s, the heritage-listed building was once a bank headquarters. It's now a significant commercial space for retail and office use.

As part of our asset renewal program we completed a restoration and refreshed fit-out for some of the tenancy spaces. The existing fit-out had a large amount of furniture that was still in good condition. Rather than send it to landfill, we gave it another home at Town Hall House.

Among the items rehomed were workstations, chairs, pinboards, meeting room tables and arms for monitors. Almost everything we took from 343 George Street was in good condition and saved us more than \$250,000 to purchase new items and \$6,500 in landfill fees.

# 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

In 2024/25 the total waste collected from residents was 65,533 tonnes, with 33,547 tonnes diverted from landfill.

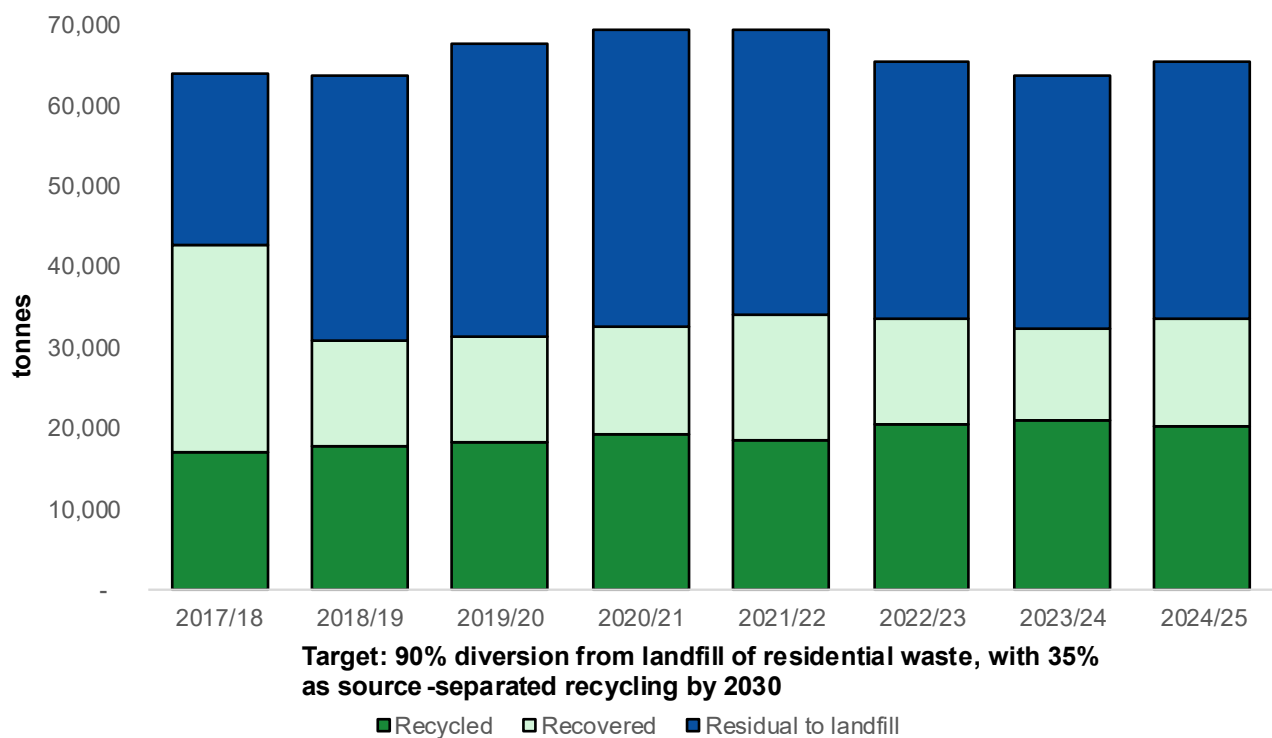


Figure 7: Residential waste generation

Attachment 1: Understanding our waste data explains the terms used to report waste and recycling results.



	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Landfill diversion rate	67%	48%	46%	47%	49%	51%	50%	52%
Source separated recycling rate	26%	28%	27%	28%	27%	31%	33%	32%

Table 3: Residential recycling and landfill diversion rates

To support our landfill diversion target we provide a range of services and accept a wide range of materials for recycling, making it easier for residents to keep waste out of the red lid bin.

Our Recycle It Saturday events were attended by 3,550 people who dropped off 71.4 tonnes of materials for reuse and recycling. The Ultimo recycling pop-up at Bay Street Depot saw 4,129 visits by residents and 25.5 tonnes of items collected. Our 20 recycling stations in community locations collected 3 tonnes of small tricky items for recycling. For residents who can't make it to our drop-off events or the pop-up service, we offer a doorstep recycling collection service. This year we collected 35.4 tonnes from 2,867 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 value materials we use.

### Waste generation by sector

We're responsible for managing waste and recycling from our own buildings, construction and asset management projects, parks and public spaces that we manage and homes. Landfill diversion and recycling targets are set for each of these areas, and we actively monitor and track waste and materials.

While we're not responsible for collecting and managing the remaining commercial, industrial, construction and demolition waste in our local area, we recognise the significant impacts of these waste streams.

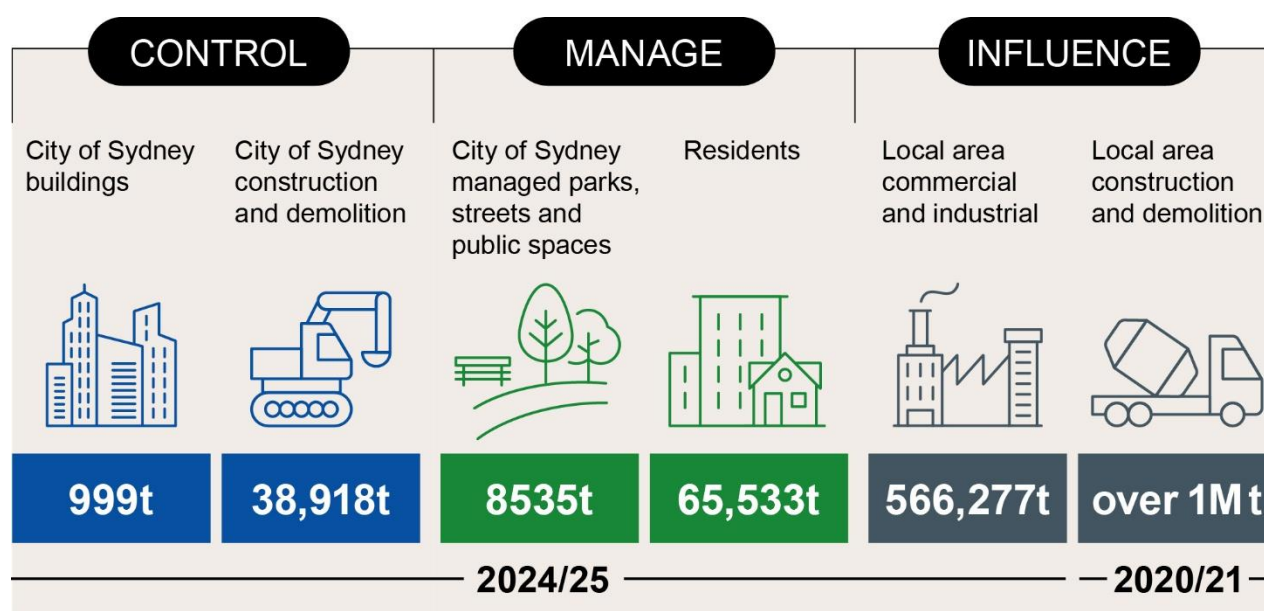


Figure 8: Waste generation by sector

## How we do it

### Measure

We measure residential material streams and we work with consultants and 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.

Residents have access to many 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 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.

We use our waste collection trucks and street cleansing vehicles as highly visible, moving message boards to communicate our waste and recycling services to residents and visitors.

### 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 consistently advocate for systemic and legislative changes that require businesses that make and sell products to take greater responsibility for managing them at the end of their life, rather than leaving it solely to local government. Our partnership with the South Sydney Regional Organisation of Councils and Resilient Sydney member councils is a core element in our advocacy efforts.

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## Using maggots to turn household food scraps into animal feed

Food scraps make up around one-third of the waste in red lid household rubbish bins and when it reaches landfill, the organic material decomposes, emitting methane, one of the most potent greenhouse gases on the planet.

We're trialling the use of black soldier fly larvae as a sustainable and circular solution for up to 600 tonnes of food scraps we collect from local residences. This the first time a council in NSW has investigated the system.

The larvae are housed in a secure, temperature-controlled processing module about the size of a shipping container in Alexandria. By processing food waste locally, we reduce emissions and fuel costs.

Manure from the larvae is processed into natural, low impact fertiliser. The maggots

themselves are processed into protein, rich in vitamins and minerals. This larvae protein can be fed to fish and poultry or even turned into pet food, replacing high-carbon emission protein sources such as soy beans, animal protein and fish meal. Unlike other insects, the black soldier fly doesn't carry or spread disease and its larvae breaks down bacteria in the food scraps they eat.

Using maggots to eat our food waste means we're reducing emissions and creating a true circular system.



Lord Mayor of Sydney, Clover Moore AO visits the Alexandria food scraps facility. Image: Phoebe Pratt / City of Sydney

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## Tricky items now easier to recycle

### Giving preloved furniture a new home

In February and May, we trialled the collection of good quality household furniture as a new reuse stream at our Recycle It Saturday events. These items often end up on the kerbside when they could have a second life.

153 items of good quality furniture were dropped off by 100 residents. These included chairs, ottomans, bedside tables and bookshelves.

The trial, to be evaluated in 2025/26, is testing how we can partner with local charities to resell the items in their stores or to rehome the furniture to communities in need.

### Recycling tatty sheets and stained shirts

This year we introduced an unwearable textiles collection at our Ultimo recycling pop-up and Recycle It Saturday events.

There are few recovery solutions for clothes, shoes, bedding and other textiles in bad condition. They're not collected in yellow lid kerbside recycling bins and can't be donated for reuse. This means a lot of unwearable clothing is ending up in landfill.

Textiles collected through this service are sorted at a dedicated facility in Cranebrook and then sent to a recycling partner in India.

Any buttons and zippers are removed for reuse or recycling and the textiles are sorted, graded (based on their fibre type), shredded into smaller pieces and turned into recycled yarn or felts used in insulation, rugs and blankets.

We recovered 8.2 tonnes of unwearable textiles since collections started in February 2024.

### Empty blister pack recycling

We added a new recycling stream to collect empty blister packs – the plastic and foil sheets used to store pharmaceutical capsules and tablets.





Blister pack recycling at a recycling station. Image: Chris Southwood / City of Sydney

These packs are made of valuable materials but are not collected in kerbside recycling bins. To address this gap, we are now collecting them through our recycling services including doorstep recycling, our 20 recycling stations, the Ultimo recycling pop-up and Recycle It Saturday events.

Once dropped off, the blister packs are taken to a dedicated facility in Silverwater. Special machinery is used to shred, grind and split the blister packs into their component parts using air-density and electrostatic separation. The salvaged plastic is provided to a Victorian company to make decking products. The foil is sent to a NSW factory and turned into aluminium pucks used in steel-making.

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## Influencing for change

We're working to influence change in the waste management system through strategic policy

submissions and advocacy to the NSW Government.

Local governments should be viewed as key partners in shaping state-wide policy to achieve better environmental outcomes when it comes to managing waste and resource recovery.

Through our submissions, we challenge the NSW Government's limited reinvestment of waste levy revenue. The levy is applied to waste sent to landfill with a stated goal to reduce the amount of waste being landfilled and promote recycling and resource recovery<sup>4</sup>. With more than \$850 million raised each year but less than 10% reinvested in waste and recycling, we argue this has slowed local government's ability to introduce new services and limits infrastructure development.

Comprehensive infrastructure planning that treats waste as essential infrastructure, transparent community engagement and strategic protection of waste facilities from urban development are crucial.

<sup>4</sup> <https://www.epa.nsw.gov.au/Your-environment/Waste/waste-levy>

After years of advocacy in this space, dwindling landfill space and need for new infrastructure became the focus of a 2024 NSW Circular Economy Summit, hosted by NSW Environment Minister Penny Sharpe and NSW Environment Protection Authority CEO Tony Chappel<sup>5</sup>.

We are also focusing on promoting circular economy principles over simple waste processing. We are advocating for reusable systems and product stewardship programs that make manufacturers responsible for entire product lifecycles.

Stronger action on plastic reduction is needed, along with support for reuse-only precincts and mandatory reusable options in food service establishments.

<sup>5</sup> <https://www.nsw.gov.au/media-releases/minns-labor-government-taking-action-so-sydney-doesnt-run-out-of-landfill>

# New planning controls

In 2024/25, Council endorsed the final stages of a comprehensive update to our planning framework, including revisions to our Local Environmental Plan (LEP) and Development Control Plan (DCP).

This sort of major update to our planning controls occurs every 5 to 7 years and is a chance to include a wide range of sustainability improvements. Once these changes come into force, the new requirements will be applied when developments are assessed, ensuring new development contributes to better sustainability.

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## Reducing emissions in our area

### **EV charging in apartment buildings**

The ability to charge at home is one of the biggest considerations for people purchasing an electric vehicle. Updates to Sydney DCP 2012 will ensure private parking bays in new apartment developments can be easily retrofitted to install EV chargers. Some shared parking bays, such as visitor and customer parking, will require EV chargers to be fitted as part of the development.

Other updates make it easier to provide publicly accessible EV charging locations in new development, to serve those who live nearby and don't have their own charging option at home. Fast chargers with dedicated parking spaces can be provided in new development without planning barriers, as long as they meet some strict criteria including being powered by 100% renewable energy and not having advertising.

### **Better bike parking in new apartment buildings**

We know that better facilities for storing bikes makes owning and using them easier and will encourage an increase in active transport.

Updates to our planning controls will require bike parking in new apartment buildings to be provided as lockable rooms on the ground floor, near to the building entrance and main lift.

### **Making solar panels easier in heritage areas**

More local households in heritage conservation areas will now be able to take advantage of rooftop solar power without the need for a development application.

For highly visible locations where a development application is still required, new and more detailed guidance sets out how rooftop solar can be provided in a sensitive way and be easily approved, saving time, money and giving certainty for homeowners.

### **Converting basement areas to urban agriculture**

Much of the food consumed in local restaurants, bars and cafes is shipped long distances, adding to emissions and our carbon footprint. Building owners told us they want to explore growing food locally, using innovative approaches to grow fresh salad, greens, mushrooms and other produce in



their unused car parking and basement areas. This would be a great hyper-local, low carbon and super fresh option.

Changes to Sydney LEP 2012 will give a special exemption from the floor space ratio controls for basement agriculture, enabling the conversion of unused basement areas to a more productive purpose without running into planning barriers.

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## Restricting indoor gas appliances in new homes

There is an established and growing body of evidence demonstrating negative health impacts from indoor gas appliances. The Climate Council estimates gas cooking in the home contributes to up to 12% of the childhood asthma burden in Australia, creating a risk comparable to household smoking.<sup>6</sup>

New homes are typically constructed and sold with basic appliances installed – an oven, cooktop, hot water system and potentially a heating and cooling system. The decision of which fuel to use informs calculations about how much electrical power and/or gas infrastructure utility companies need to supply to the development site. This can make converting gas appliances to electric alternatives in future problematic if a large development site has not factored capacity for electric appliance use.

A new provision in the Sydney DCP 2012 will require any indoor appliance installed in new homes to be electric rather than gas. The aim of this provision is to improve indoor air quality and promote healthier living environments by eliminating exposure to harmful emissions from gas appliances.

Requiring these appliances to be all-electric at the planning stage ensures that when new homes are built, there will be enough electrical capacity to cover all electric appliances.

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## Contributing to a greener city

### Supporting biodiversity corridors

We've completed work to map our biodiversity corridors. These corridors run across privately-owned land and connect our major parks and green spaces, extend habitat areas and improve resilience in our ecological systems.

Our planning controls will for the first time require development in these corridors to consider their biodiversity function and support urban ecology including dense understorey planting and habitat features in landscaped areas.

Buildings in key bird habitat areas including near water bodies and large parks will also be required to have window treatments that reduce bird strike.

### Encouraging green and social roofs

We will encourage new development to provide rooftop spaces with gardens, rooftop planting and space for social gathering. Green roofs help reduce the urban heat island effect and provide small areas of habitat. Any structures used for green and social roofs will have a special exemption: features including lift and stair access, shade structures, planter boxes, vine climbing structures and gazebos do not need to fit within the approved height limit. This makes it much more appealing for buildings to use their rooftops in a way that benefits the whole city.

<sup>6</sup> <https://www.climatecouncil.org.au/resources/gas-habit-how-gas-harming-health/>

## **Maximising tree canopy and deep soil**

Changes to existing requirements for deep soil areas and tree canopy cover on development sites will promote increased greenery on private land, complementing our actions in streets and parks and helping towards the canopy target in our urban forest strategy. Making sufficient space for landscaping and tree planting will help reduce the urban heat island effect, absorb heavy rainfall and provide habitat for biodiversity.

Rather than setting a site-specific canopy cover target, the updated controls specify the amount of deep soil – earth with no basement or built form beneath it – that needs to be provided for trees and the number of trees of different sizes that should be planted. This means developers will have to think about where to provide deep soil and trees early in the project. The controls also include a conversion rate to green roof area, if deep soil and in-ground trees cannot be provided due to site constraints.

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## **Improving water use**

We will introduce new NABERS Water requirements for large office, hotel and retail developments. This will ensure new developments will be built with water efficient fixtures and achieve high levels of water efficiency.

Rainwater tanks will be encouraged in more development types. Rainwater tanks can replace the use of potable water for things such as watering gardens and reduce localised flooding and demand on the stormwater system during major rainfall. The update sets out clearer requirements for tank size and rainfall collection area, and developments will need to provide plumbing to ensure the collected rainwater can be used easily.

Besides rainwater collection, the updated controls require greater consideration of stormwater runoff treatment, ensuring more rainwater is detained onsite and filtered before being discharged into stormwater system. This reduces stormwater pollutant loads and peak demand on the network during major rainfall.

# 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 essential to the liveability of our city. They soften the effects of a dense urban environment, reduce the effects of climate change and provide places for our communities to connect with nature, rest, play and thrive.

Trees play a vital role in these environments by naturally cooling the air, reducing the urban heat island effect and enhancing resilience against climate change. They improve air quality, support biodiversity and improve community health and wellbeing.

## Our results

Since 2008/09, our parks and green spaces have increased from 188 hectares to 218 hectares. This includes 15.68 hectares of land managed 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 2024/25, we planted 731 street trees and 116 trees in parks. We also planted 79,707 new plants in our parks and street gardens.

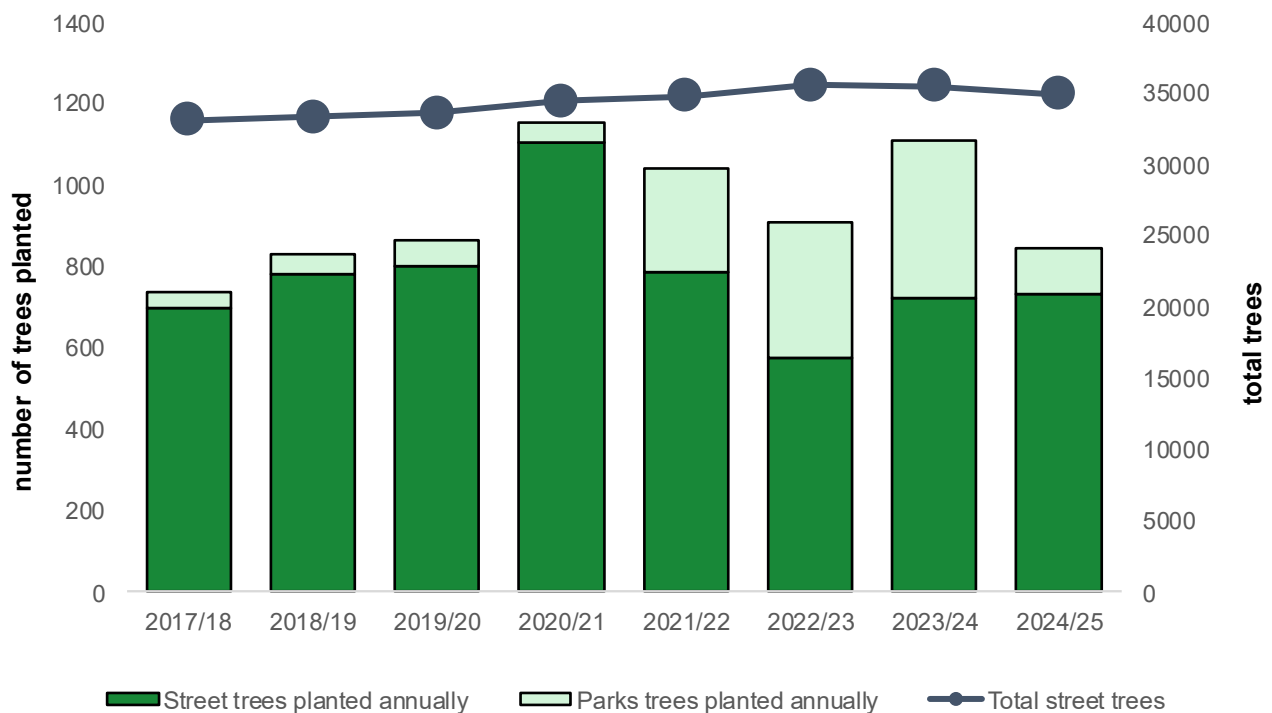


Figure 9: Trees planted on streets and in parks

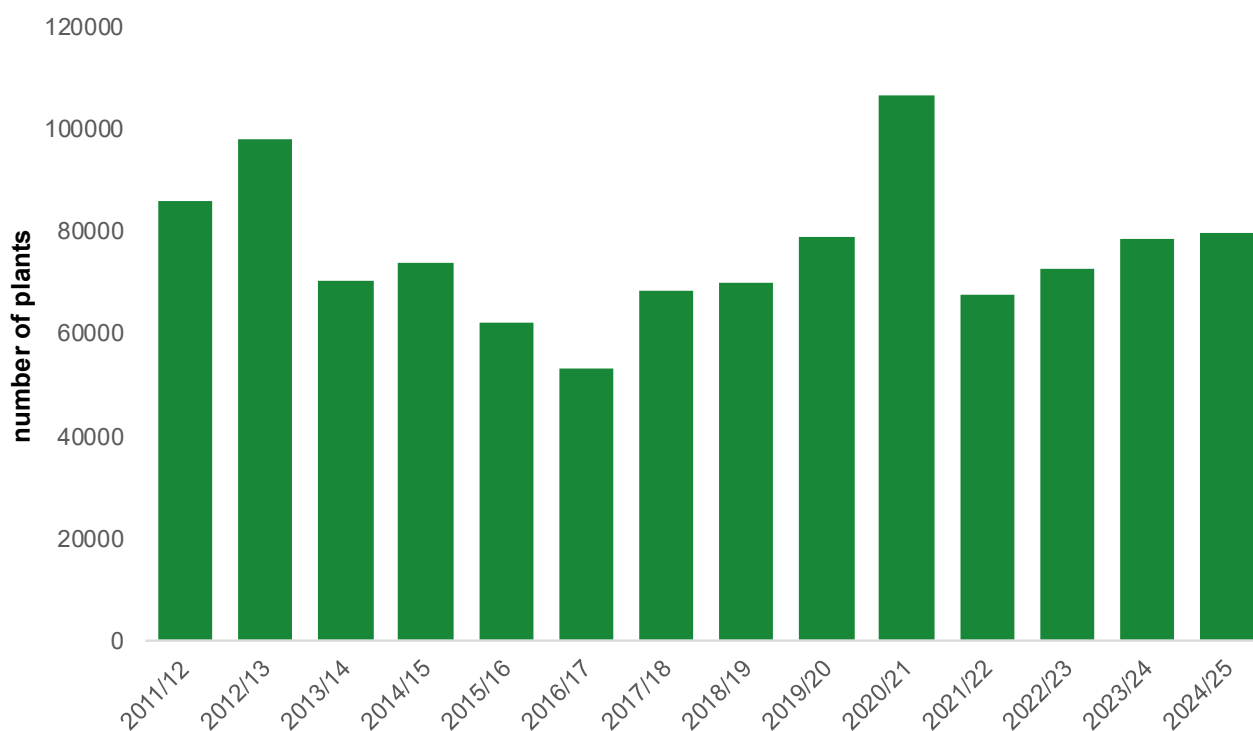


Figure 10: New plants in parks and street gardens

## How we do it

### Planting

We plant trees in our streets, parks and properties.

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.

We plant shrubs, grasses and understorey plantings in parks and streetscapes.

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

Park assets are vital for community health and wellbeing and improve the quality of the urban environment.

Our parks and open spaces are designed for play, nature conservation and outdoor enjoyment. 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.

### Restoring native bush

We protect, expand and improve the condition of bush restoration areas. These areas improve the biodiversity of native plants and animals.

Our qualified bush regenerators work to establish structurally complex bush areas, improve plant growth, suppress weeds and create habitat.

### Creating habitat

Artificial habitats are important for shelter, nesting and roosting of local native wildlife. Many Australian species use natural tree hollows for breeding, but these are generally limited in urban areas. Nest boxes have been installed across our parks and standing dead trees left in place (stag trees) to provide more habitat for local urban wildlife.



## Restoring habitat

### New floating islands in Sydney Park

Sydney Park has 4 connected constructed wetlands that are part of the local storm water collection and reuse system.

This year we installed a 15 square metre floating island in Gilbanung, one of the constructed wetlands, to provide habitat and a safe space for local wildlife.

The floating island is made from recycled PET plastic planters with a mesh bottom. It is planted with species we use in bush restoration including jointed twig-rush, tall saw-sedge, spiny-head mat-rush and hop goodenia. The plants provide seeds and pollen to support native invertebrates and little birds.

Native waterbirds including white faced herons and water hens have been spotted perching on the island.

As the plant roots grow into the water and host biofilms, they help trap and digest organic matter and nutrients. This helps maintain balance in the wetlands and reduces the

chance of blooms of algae and surface weed growth due to the inflow of nutrient-loaded stormwater.

### Beaconsfield understory revegetation

McConville Reserve in Beaconsfield has been transformed through an understory revegetation project.

The reserve has a well-established canopy of native trees including paperbarks, red gums and tallowwood. However, the understory layer was limited to patches of exotic grasses and annual weeds.

A First Nations business prepared a design for the reserve considering cultural and practical principles to help integrate people with Country.

10,000 locally endemic shrub, groundcover and grass species were planted. Many of these plants were sourced from a First Nations nursery.

This has increased the plant species diversity, structural complexity and habitat value of the area.



Installing the floating island. Image: Phoebe Pratt / City of Sydney



## Improving parks

We're constantly renewing and upgrading parks to make even better spaces for people to gather, play, rest and connect with nature.

Our ongoing park renewal program ensures parks are safe, well maintained, attractive and meet community needs.

Renewal works include new playgrounds, refreshed landscaping and park furniture, new garden beds and tree plantings.

In the past year we completed renewal works at:

- James Watkinson Reserve, Pyrmont
- Wattle Lane Park Playground, Ultimo
- Arthur Street Playground, Surry Hills
- Douglas Street Park and Playground, Redfern
- Woolloomooloo Playground, Woolloomooloo
- Sydney Park, Alexandria
- Macquarie Place Park, Sydney
- McConville Reserve, Beaconsfield
- Gadigal Avenue Streetscape, Zetland
- Arthur Reserve, Darlinghurst
- Observatory Hill Fitness, Millers Point
- Darghan Street Steps, Glebe
- Fanny Place Playground, Surry Hills



James Watkinson Reserve Image: 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. We're committed to providing everyone with access to quality green spaces and supporting 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%.

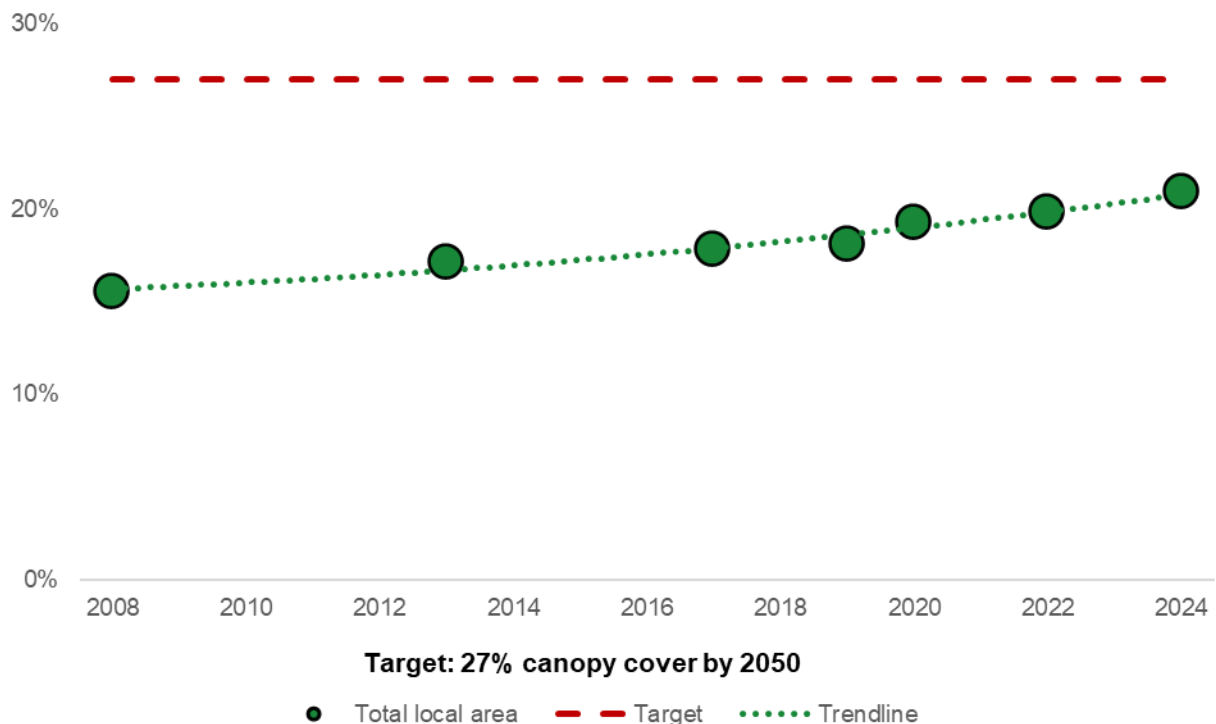


Figure 11: Local area canopy cover

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.

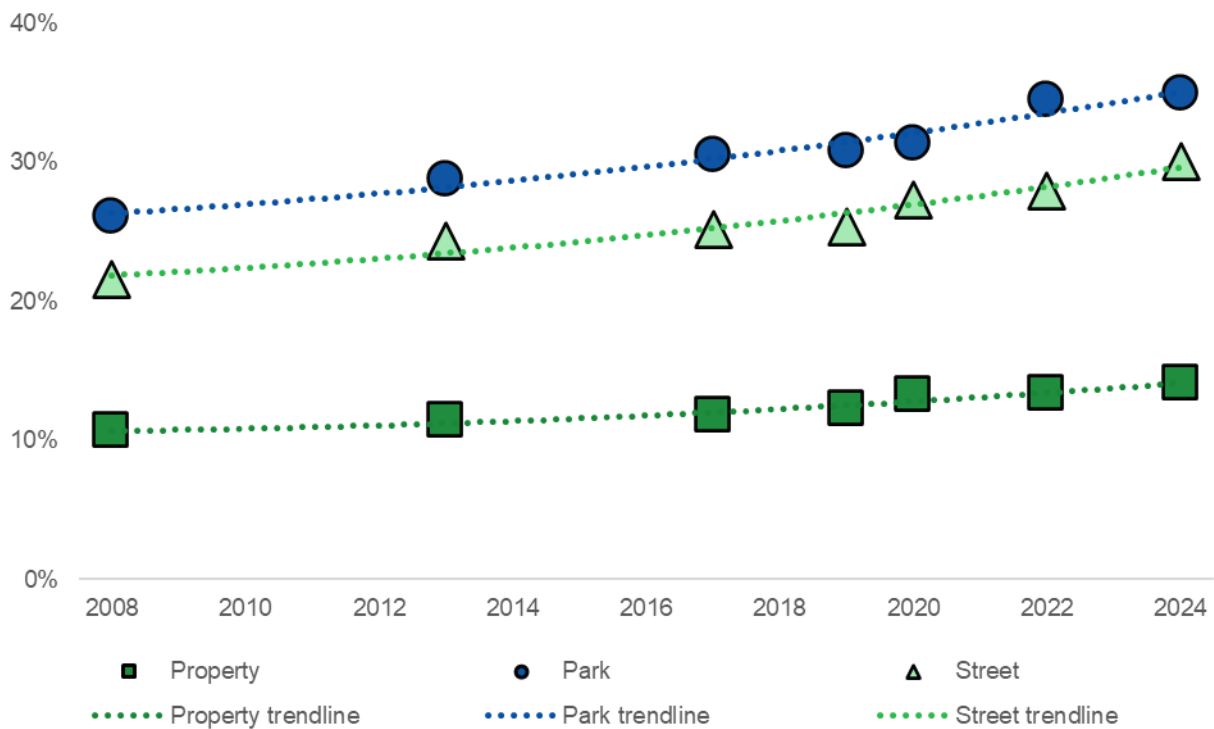


Figure 12: Canopy cover by location type

	2008 canopy cover result	2024 canopy cover result	2030 canopy cover target	2050 canopy cover 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 cover 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 help with planning, management and care of our city.

Our canopy will be measured again in summer 2025/26. Results will be reported in 2026.

### Community volunteering

We continued to support 4 Landcare / Bushcare groups with around 50 volunteers who regularly work in bush restoration areas. Around 500 garden members participated in activities at 19 community gardens.

This year volunteers contributed 3,200 hours of work at Sydney City Farm, producing 753kg of fresh food for local charities, including culturally significant and interesting foods such as hops, sugar cane, babaco, plantain, taro and pandan. Our crop diversity increased with more than 270

different types of fruit, vegetable, herbs and flowers grown this year. More than 200 people from 14 businesses have worked at the farm in team building and wellbeing programs.

We held a community planting event in Sydney Park on National Tree Day in July 2024. 210 community volunteers planted 5,000 native grasses, groundcovers and flowering herbs, to create habitat for insects, small birds and lizards.

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## How we do it

### Community programs

We improve gardening skills and confidence through programs at Sydney City Farm.

We run activities to promote understanding of the biodiversity in our city.

We have 19 approved community gardens that provide spaces to promote environmental education and sustainable food production. The gardens also provide opportunities for social and community development.

### Planning requirements

Our development controls and associated guidelines require new development to provide areas of deep soil and trees to be planted, ensuring long-lasting and good-quality canopy cover on private land.

### 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

Our plant and animal surveys and citizen science information help us monitor species. This identifies the presence and distribution of local biodiversity. We use this data to set benchmarks and tailor projects to protect and enhance habitats.

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## Events at the city farm

Sydney City Farm provides a place for our communities to learn about urban agriculture and sustainable food production. We host themed events each year to provide opportunities for our diverse local communities to gather, connect, celebrate, learn and share.

National Science Week 2024 was highlighted with a Wild About Food event attracting 170 people. Visitors went on farm tours, learnt how organic farms work with nature to grow food, created vegetable art prints and explored leaf litter tanks full of bugs. Aboriginal educators shared cultural knowledge and led a native pot a plant activity. Science academics from local

universities shared findings about their research on food, nutrition and health.

A total of 90 community volunteers got hands-on in July 2024, celebrating NAIDOC Week by helping plant a bush food and native habitat display in the farm orchard. 140 plants, many purchased from a First Nations-owned nursery, were planted including lemon myrtle, kangaroo grass, Geraldton wax and native guava.

Attendees took part in interactive guided walks facilitated by Aboriginal educators, explored a cultural touch table, sampled bush foods and potted up bush food seedlings to take home.

# Resilient Sydney

Resilient Sydney is a collaboration of the 33 councils in Greater Sydney. It aims to reduce disaster risk through building the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of chronic stresses and acute shocks.

The collaboration is aligned with the global Resilient Cities Network and works with state and federal governments, business, academia and communities to strengthen the resilience of our city.

We host Resilient Sydney on behalf of all participating councils.

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## Program activities

### Resilience ambassadors

This year the Resilience ambassadors program successfully hosted 4 quarterly meetings with representatives from the 33 Greater Sydney councils, sharing programs, tools and experiences to support resilience building with Sydney communities.

### Data platform

The Resilient Sydney data platform is a foundational tool. It provides data to 358 council and state government users about greenhouse gas emissions, electricity, gas, water, waste, transport and solar energy generation. Enabling councils to make better decisions and ensuring information is comparable across local area boundaries.

During the reporting period electric vehicle registration data was added into the platform.

### Masterclasses

Resilient Sydney hosted masterclasses and training sessions including:

- Greater Sydney's electric vehicle transition
- Seizing the Clean Energy Decade – Sydney's progress on renewables

The workshops were attended by 212 people, representing 493 training hours, with an average 4.5/5 satisfaction rating from participants.

A video resource hub was also built, with recordings from previous workshops and webinars provided to support platform users.

### International partnerships

Resilient Sydney participates in the global Resilient Cities Network, which includes 100 member cities.

Resilient Sydney is also a member of the new global Community of Practice, focused on how cities address health and equity impacts from climate change.



## Resilient Sydney strategy 2025-2030

On 29 April 2025, the new Resilient Sydney strategy 2025-2030 was launched by the Hon. Janelle Saffin, NSW Minister for Recovery with 11 mayors and 400 people attending.

The renewed strategy focuses on sustainability, equity, community connection, emergency preparedness and trusted governance. It identifies potential acute shocks Greater Sydney may face and current stresses that weaken the fabric of our city on a day-to-day basis. It identifies 30 flagship actions to address resilience challenges for Greater Sydney.

An updated resilience risk assessment coupled with extensive community and key partner feedback involving more than 2,000 individuals and 200 organisations informed the strategy. All 33 councils in Greater Sydney were involved in its development. This work was funded through a joint NSW and Australian Government Disaster Risk Reduction grant.

In June 2025, the strategy was presented to the Global Resilient Cities Network as part of the Navigating the Polycrisis series. The strategy was recognised for its depth, ambition and inclusive community engagement process. This presentation provided the global resilience network an opportunity to hear directly from Sydney about its approach, key lessons learned and how the city has navigated resilience challenges shared by other members.



Mayors, councillors, CEOs and speakers at the Resilient Sydney strategy 2025-2030. Image: Abril Fehlman / City of Sydney



## Greater Sydney Heat Smart City Plan

Heatwaves are a significant and growing risk for Sydney. Historically, heat has killed more Australians than fire, flood and storms combined and has been responsible for over 70% of extreme weather hospitalisations in the last decade. Beyond health, heat has a range of complex and cascading impacts on city systems including infrastructure, the economy, environment and community wellbeing.

In response to this risk, the pioneering 5-year multi sector Greater Sydney Heat Smart City Plan was released in December 2024. The plan is a joint initiative of the Western Sydney Regional Organisation of Councils (WSROC) and Resilient Sydney.

It was developed with the guidance of the Greater Sydney Heat Taskforce, a collaboration of leaders across government, industry and the community sector. Contributors included 373 people from 50 organisations across health, planning, infrastructure, emergency management, community and corporate sectors.

Taskforce members have started acting on the recommendations in the plan.

The plan was funded through the Disaster Risk Reduction Fund supported by the Australian and NSW governments.



Mel Dewsnap, Chief Resilience Officer speaks at the Heat Smart Sydney launch event. Image: Western Sydney Regional Organisation of Councils (WSROC)

# 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 2024/25 we met our target of zero increase in potable water use against the 2006 baseline, using 375 megalitres, a 13% decrease from the 2006 baseline.

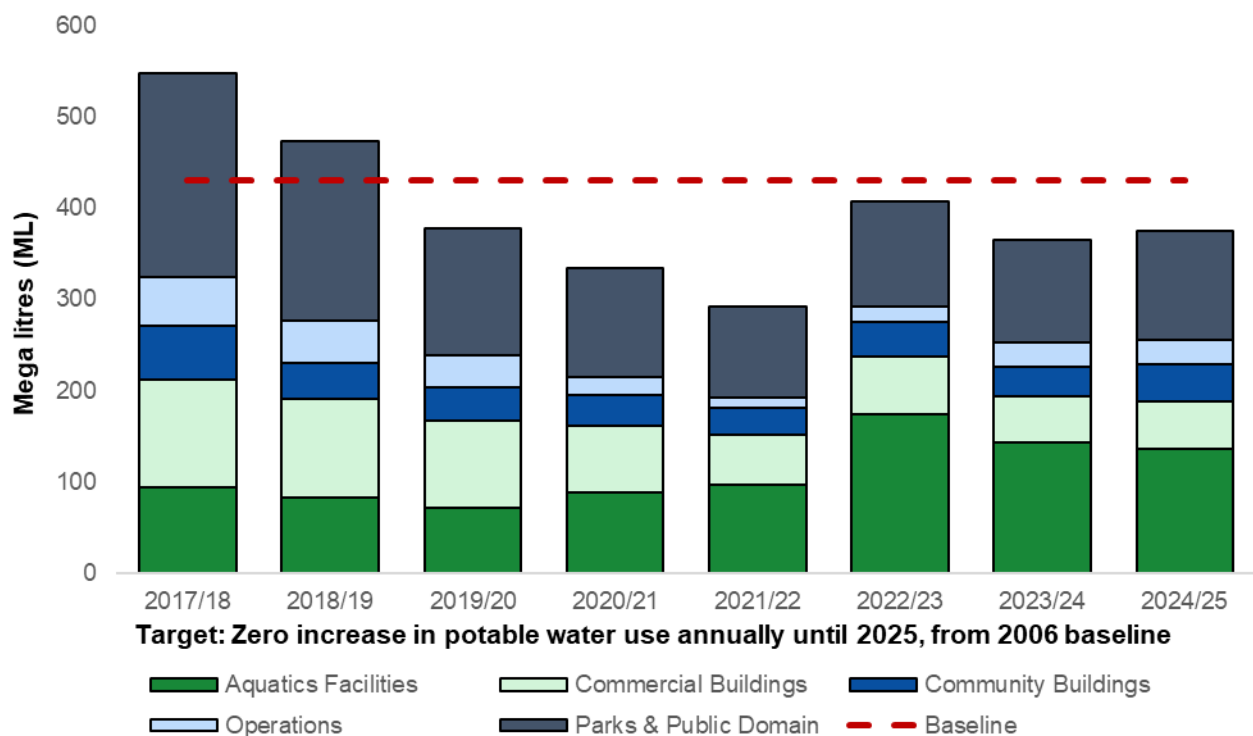


Figure 13: Annual water consumption against baseline, by use category

Our water recycling systems in parks supplied 49 megalitres of recycled water for irrigation in 2024/25. This is a capacity increase of 4% on the previous year, enough to meet 85% of irrigation demand for the parks supplied by these systems and 27% for parks overall. 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.

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## How we do it

### Measuring and detecting leaks

We monitor water use through 177 smart water meters installed in our parks and buildings. This data allows us to identify leaks and efficiency improvements.

### 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 planning when and how irrigation is used. Employees receive efficiency training and we set specific service levels for best practice water management.

### Irrigation

We make sure our irrigation systems are efficient with best practice management throughout the asset lifecycle.

Remote irrigation management helps us schedule and monitor irrigation and quickly respond to weather conditions. 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.

### 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.

More than 40 rainwater reuse systems are installed in our properties, including 4 for community gardens. Water from these systems is used for irrigation, to flush toilets, wash vehicles, top up our swimming pools and clean our streets.

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## A splash of success at Victoria Park Pool

Our focus on managing water yielded another success this year. We identified and repaired a substantial leak at Victoria Park Pool.

Using data from our advanced water meter system, we identified a loss of 38 litres per minute.

The leak was eventually located outside the building and was caused by a corroded ductile iron pipe installed in 1953.

The project presented unique complexities.

The corrosion was at the stage where there was a risk of pipe rupture and potential damage to the building and the park, requiring a quick response.

Initial scans identified 10 possible pipe junctions where leaks could occur, requiring 18 hours of careful excavation with a hydro vacuum truck, including some sections running under trees and densely planted garden beds.

We also ensured the new water supply pipeline connected to the park's irrigation tank.

Replacing this piece of critical infrastructure secures a reliable water supply for this cherished community facility and adjacent green space into the next century.

This project shows the benefits of good data analysis, as this leak was undetected by initial industry-standard site inspections and thermal imaging.





Victoria Park Pool. Image: Katherine Griffiths / City of Sydney

# 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, to green the city and combat the effects of increased heat.

Lack of consistent rainfall and longer periods of hotter days because of climate change puts Sydney's water storage dams under pressure. Supporting the use of less potable water means better water security for all of us.

Our area 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 decreased by 3.8% in 2023/24 compared to the year before.

Residential daily water use per person decreased by 12% from 221 litres/person/day to 194 litres/person/day.

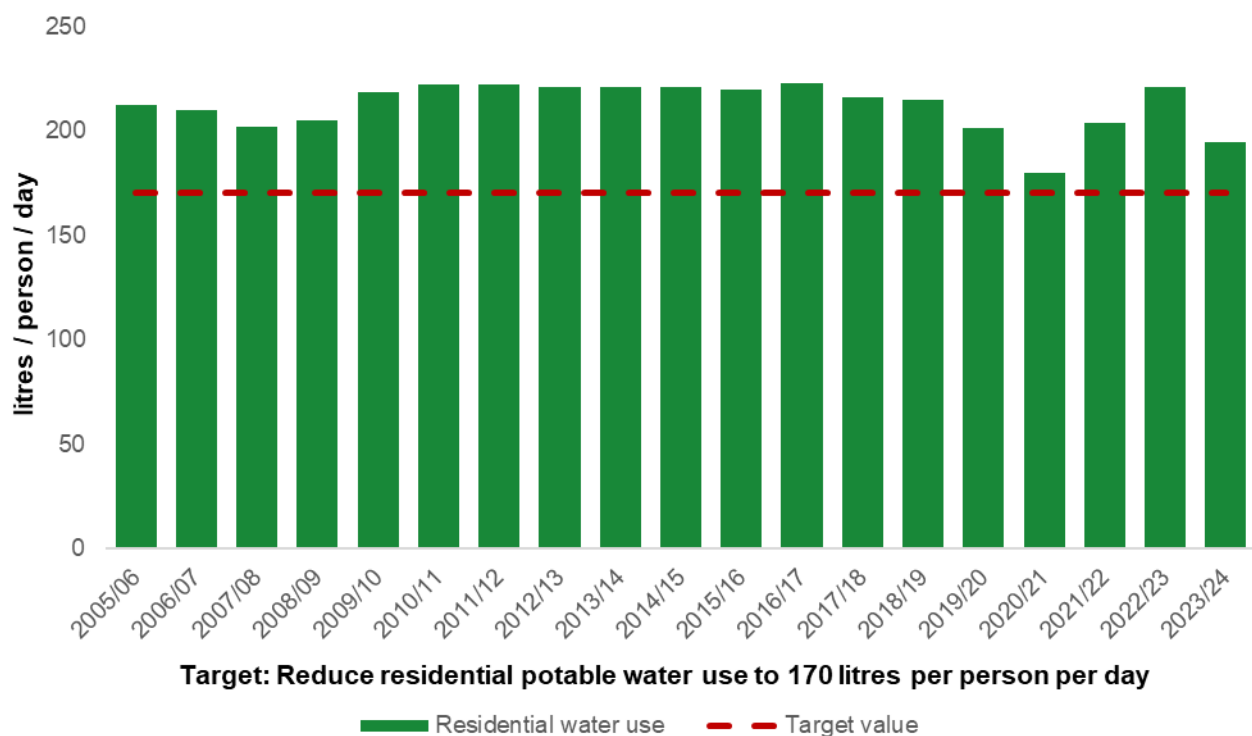


Figure 14: Residential water consumption



Non-residential water use in 2023/24 was 1.86 litres/m<sup>2</sup>/day, a 20% reduction from our 2019 baseline.

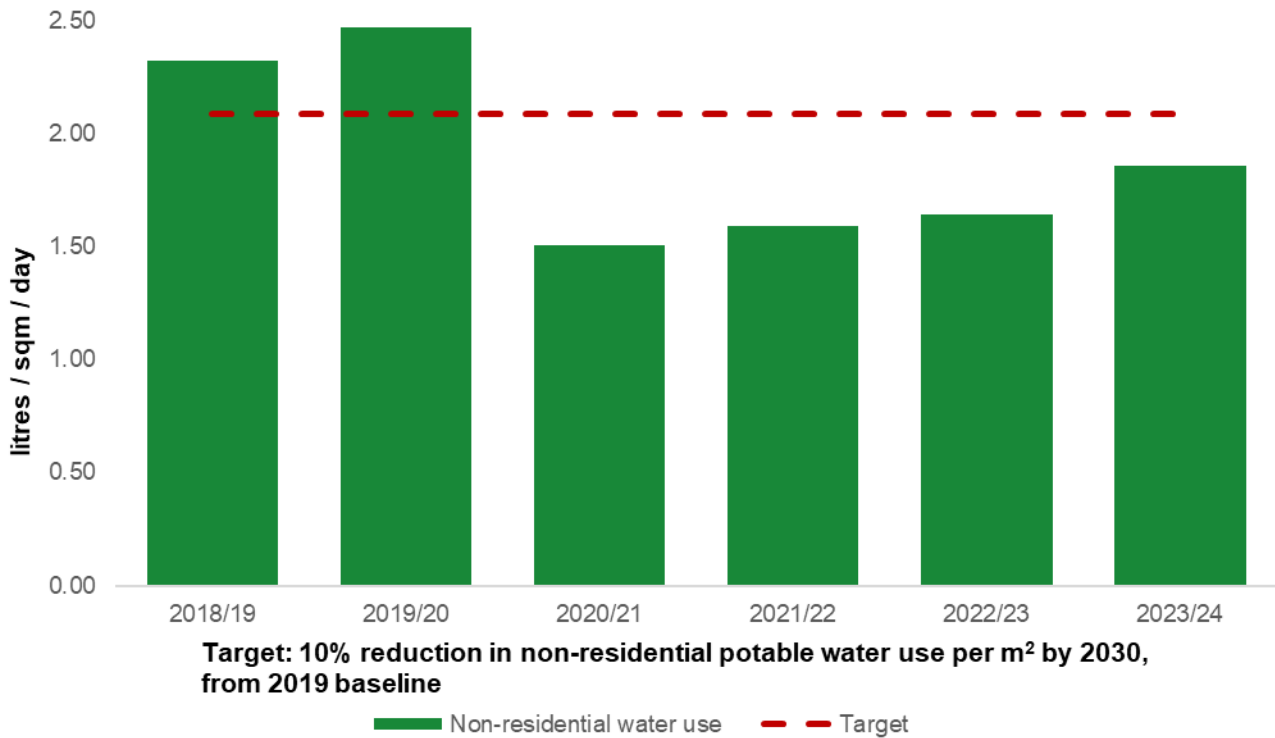


Figure 15: Non-residential water consumption

### 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 determined by the amount of rubbish and suspended particles in the water (total gross pollutants and total suspended solids). Nutrient pollution is tracked through phosphorus and nitrogen.

Results in 2025 show we've reduced gross pollutants by 21%, total suspended solids by 15%, total phosphorus by 9% and total nitrogen by 5%. In 2024/25 our network of 47 gross pollutant traps prevented 215 tonnes of rubbish and sediment from entering our waterways.

We track our progress towards these targets using MUSIC (Model for Urban Stormwater Improvement Conceptualisation), the industry standard modelling software. It estimates stormwater pollutant loads and the performance of our existing water quality and water sensitive urban design infrastructure.

As well as our gross pollutant traps, we have more than 300 water sensitive urban design assets including raingardens, tree pits and bioretention swales.

## How we do it

### Measure

We measure water consumption in key sectors through data provided by Sydney Water.

### Programs and partnerships

Our Smart Green Apartments program works with building managers to cut water use. Entertainment and hospitality venues and commercial buildings measure and report on water use and reduction progress through 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-drinking purposes such as laundry use, irrigation, washing cars and flushing toilets.

### Planning requirements

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 local waterways, including Cooks River and Sydney Harbour, by installing and maintaining stormwater treatment systems such as gross pollutant traps, raingardens, wetlands and swales across our stormwater network.

Rubbish and sediment are removed by street sweeping and routine maintenance of drainage pits and pipes.

### 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 in new buildings, so they can be connected to the recycled water network and reduce unnecessary potable water use.

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## Protecting Elizabeth Bay

This year we completed a significant restoration of the Beare Park seawall in Elizabeth Bay. Originally built in 1901, the sandstone seawall had significantly deteriorated over the past 124 years.

Restoring it involved replacing damaged and weathered stone blocks, filling voids and repointing mortar joints to improve structural integrity and preserve its heritage value. These repairs help prevent further erosion and ensure the seawall's long-term stability.

This project had the potential to disturb protected sensitive marine habitats, so we used a cantilevered scaffold system that extended over the seawall from the footpath, avoiding the need to construct supports on the seabed. The scaffold was weighted on the footpath, with a platform that projected out over the wall, allowing workers to safely operate above the

water. This significantly reduced disturbance to the marine environment and avoided the need for extensive environmental controls.

A silt curtain was also used to surround and enclose the works as another level of sediment control and ocean protection.

Importantly, the overhanging scaffold approach protected the seawall pots, a series of artificial rock pools, on the lower wall beneath the works. These eco-engineered pots mimic natural rock pools by retaining water at low tide, providing vital habitat for marine species.

This project demonstrates how innovative construction methods can minimise environmental impact and support biodiversity, while maintaining critical public infrastructure.



Beare Park seawall restoration using cantilevered scaffold to protect marine habitat. Image: City of Sydney

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## Caring for our waterways

Our roads and stormwater systems funnel water into Sydney Harbour and Alexandra Canal. This water also carries anything from the street with it, affecting water quality and aquatic habitats. We try to capture some of these items through our network of gross pollutant traps and raingardens.

We've identified a series of gross pollutant traps that will improve the cleanliness of our stormwater and we're starting to build them.

The first one was completed in June. It is expected to prevent another 26 tonnes per year of solid waste pollution from entering Blackwattle Bay, including 4 tonnes of rubbish and 22 tonnes of sediment.

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## 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 team is run by the Sydney Coastal Councils Group. This year the program team appointed consultants to undertake technical studies on water pollution, coastal hazards and coastal inundation.

The Cooks River Coastal Management Program is run by the Cooks River Alliance. The alliance brings together partners from across the catchment to improve the health of the Cooks River. In 2024/25 the coastal management project team began to develop mitigation options for hazards identified in the previous stage of the project.

# Attachment 1:

# Understanding our waste data

We're responsible for managing waste and recycling from our own buildings, construction and asset management projects, parks and public spaces that we manage and homes. Landfill diversion and recycling targets are set for each of these areas, and we actively monitor and track waste and materials.

While we're not responsible for collecting and managing the remaining commercial, industrial, construction and demolition waste in our local area, we recognise the significant impacts of these waste streams. Action for our city sets out what we do to promote reducing waste 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 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.

When resource recovery is used for construction and demolition waste results it refers to all materials captured for recycling, usually metals and timber, and materials that are processed into recycled aggregate.

Landfill diversion refers to the sum of recycled and recovered materials.



# Attachment 2: Strategic actions

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## Environmental strategy 2021-2025

This green report is the last yearly update on our progress in the environmental strategy 2021-2025 and its actions listed below. The 2021-2025 strategy has been revised and the new environmental strategy 2025-2030 was adopted by Council on 23 June 2025. Reporting on the new strategy will start in 2026.

### **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 3: Memberships

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## Memberships

Environmental action is about conversations, research, setting policy, direct actions, investments and sharing experiences. 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
- Business Renewables Centre Australia
- C40 Cities
- Committee for Sydney
- Carbon Market Institute
- Carbon Neutral Cities Alliance
- Chargefox
- 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
- Global Resilient Cities Network
- 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
- Milan Urban Food Policy Pact
- National Australian Built Environment Ratings Steering Committee
- Property Council of Australia
- Smart Energy Council
- Southern Sydney Regional Organisation of Councils
- Supply Nation
- Sustainable Business Australia
- The Committee for Sydney
- Waste Management and Resource Recovery Association

