

# **Attachment C**

**Delivery program 2025-2029  
December 2025 progress report**



# Delivery Program 2025–2029 Progress Report

December 2025

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

# City of Sydney – Delivery program 2025-2029 – December 2025 progress report

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**Glossary**

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

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

## SD01 Responsible governance and stewardship

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

1.1 The City of Sydney and other civic leaders provide effective governance and leadership		
Major Programs	Progress To Date	Status
<b>Optimise governance, risk and audit frameworks</b>		
Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Internal communications aimed at educating staff and managers on their compliance and risk management responsibilities are ongoing, supported by continuing education and briefing sessions delivered to managers and staff on their compliance responsibilities as well as the recently developed training program focused on applying risk appetite in decision-making. Divisional workshops, initiated in 2025, focus on identifying and monitoring critical compliance obligations and will continue throughout the year with ongoing improvements being implemented to enhance the compliance obligations register. An updated Executive Risk Register has been deployed to the Governance, risk and compliance system, allowing more targeted information to be captured. Staff learnings and updates from the risk and compliance registers are reported to the Audit Risk and Compliance Committee on a quarterly basis.	<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 revised its Mentally Healthy Workplace Plan to strengthen its approach to psychosocial risk management and to promote the use of best-practice resources that support a mentally healthy work environment. For the first half of this year there was a focus on the active follow-up and monitoring of incident and hazard reports. This included an increased emphasis on timely reviews and thorough investigation of both physical and psychological injuries, with the aim of strengthening existing controls and preventing recurrence. Together with the continued implementation of the Safety Management System, these initiatives contribute to improved health, safety and wellbeing outcomes for the City's workforce.	<b>On Track</b>
44		
Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	The City's integrity framework was supported by a number of initiatives over this period. Two Independent Commission Against Corruption (ICAC) led in-house training sessions on Corruption Prevention in Grant Making were run for 56 employees with key roles in the grants administration process. New starters continued to receive training on the Fraud and Corruption Control Plan and the Public Interest Disclosure Policy in Code of Conduct training. The Code of Conduct face to face training module was updated to incorporate additional guidance and scenarios on building a culture of integrity. A seminar on Understanding and Preventing Common Forms of Corrupt Conduct was offered to all staff in this period. A quarterly review of the conflicts of interest register was completed. Staff communications included an International Fraud Awareness Week article Preventing Fraud is a Team Effort, Manager messages on the proper management of conflicts of interest disclosures, the updated Public Interest Disclosure Policy and managers' responsibilities under this policy, a link to the quarterly ICAC newsletter Corruption Matters, a reminder on dealing with public interest disclosures, protecting those who speak up and keeping reports confidential, and two updates on the Register of Delegations from the CEO to Executive Directors and staff.	<b>On Track</b>
Implement a risk based and comprehensive annual internal audit plan	The City's four year strategic internal audit plan for 2025/26 is well underway and tracking to plan, with progress against the plan reported at each meeting of the City's Audit Risk and Compliance Committee.	<b>On Track</b>
Deliver completed annual financial statements without qualification by the Audit Office of NSW	The City's 2024/25 financial statements were completed without modification. Planning for the 2025/26 financial year statements has commenced.	<b>On Track</b>
Ensure Council electoral processes are well managed and meet legislative requirements	Reported annually in June	<b>Not Yet Due To Report</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. The City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by the Office of Local Government, LGNSW and other providers is provided to all Councillors as applicable. Elected Member Professional Development Plans which capture professional development initiatives applicable to individual Councillors for the current term of Council are also being developed. Councillors can also access the provisions of the Councillors' Expenses and Facilities Policy which financially supports the ongoing professional development of Councillors.

**On Track**

### Provide high quality internal legal advice and representation

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

Particular areas of focus currently include support for significant projects, property tenancy matters as well as significant acquisitions and divestments, advice on ongoing planning law reform and support for procurement transformation.

**On Track**

### Optimise governance, risk and audit frameworks

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Public interest disclosures received	No	2	4	-	0	3	-	-	3		Indicator Only
Data breaches reported to the Mandatory Notification of a Data Breach Scheme	No	-	-	-	-	-	-	-	-	New measure. Reported annually in June	
Lost time injuries	No	43	69	-	25	8	-	-	33		Indicator Only

### Foster leadership capabilities

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

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

Major Programs	Progress To Date	Status
<b>Implement continuous improvement programs</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 transformation project of the procurement and contract management function is currently being implemented that will optimise efficiency and effectiveness.	<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 been updated, adopted and published as part of the Integrated Planning documents for 2025/26. Asset Management Plans for Street and Structure, Stormwater and Parks and Greening have been developed. Implementation of the asset management maturity improvement plan is underway.	<b>On Track</b>
Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	For the first half of the year, 8 new or improved Smart Productivity Solutions were delivered or progressed for a range of business services, including for capital works, city spaces, greening, major events, security, work health and safety, and 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. Data from 15 computer systems was approved for disposal under authorised Systems Records Retention and Disposal Plans. Three business areas now have approved Information Protection Plans to identify and mitigate risks, with these risks tracked in the City's risk management system. Staff received regular updates via "Info Protect Tips" in the City's newsletter, and senior staff attended a session on information protection and data breach preparedness.	<b>On Track</b>
<b>Develop responsive digital services</b>		
Develop responsive digital services that are easy for our community to access and use	Following the launch of 84 smart digital forms in April 2024, we are now in the development phase for the next release of forms on city Connect. Some of the services included in the next release are digital parking permit renewals, busking applications, tree applications, traffic, parking & bus stop applications, community centre activity registrations and community bus booking applications. Work continues on the City's electronic booking system for community venues.	<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 the firewall refresh and the start of our standard operating environment update across our desktop and laptops. We have also begun the refresh of our storage and backup environment in our datacentre. While the upgrade of key enterprise platforms such as TRIM, Pathway, time and attendance platform KRONOS and ePlanning are in progress.	<b>On Track</b>
<b>Provide access to City of Sydney 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>The City provided and promoted public access to City information by:</p> <ul style="list-style-type: none"> <li>- publishing 12,072 planning application documents, including 1,759 submissions relating to 319 planning applications, through the on-line Find a DA service</li> <li>- completing 1,497 requests for information, including 17 subpoenas and 29 section 41 (GIPAA) access applications (formals)</li> </ul> <p>A primary channel for proactive disclosure is the City's website, which had 1,286,669 users, 4,201,874 page views, and 187,302 file downloads.</p>	<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

3,029 new items were published to the Archives & History Resources catalogue from July to December 2025. Enhancements by volunteers and staff were made to a large range of existing items to make them more accessible. For example, the Surveyors' Field Books project was completed, which included listing 25,000 index entries to make the books more accessible to staff and the public. 13 new collections were added including Green Park and the Great Synagogue and 18 new place records (which provide basic information about fountains, artworks. Curiosities etc) including Hyde Park and the Tank Stream Fountain. Processing of the Sydney Star Observer Stock Media Library (LGBTIQA+ photographs) continued, with 29,534 photos registered, 6,794 digitised and 1,915 released to the public. Work has continued to identify and tag additional Aboriginal and Torres Strait Islander content so that it appears in search results for the City Archives. Descriptions are improved where required.

**On Track**

**Provide business and spatial intelligence**

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

We deployed 11 internal dashboards to support a range of business services and activities, including for public domain, workforce, urban forestry and capital works.

**On Track**

**Strengthen workforce capability, diversity and inclusion**

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

The City continues to implement its People Strategy, building on programs that enhance workforce capability, streamline ways of working, and strengthen manager insights through improved reporting tools. A refresh of the People Strategy is now underway to ensure strong alignment with the Community Strategic Plan. This work includes developing a detailed implementation plan with clearly defined roles, responsibilities, accountabilities, and measurable outcomes to support effective delivery.

**On Track**

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

The City is advancing EEO, Diversity, and Inclusion initiatives through ongoing consultation with stakeholders. Recent activities include:

- An anti-racism session by MindTribes for the Executive
- Consultation with the Multicultural Advisory panel on the City's Anti-Racism Framework
- A presentation on the Eora Journey and Stretch Reconciliation Plan was delivered by the First Nations Leadership team at the New Starter Forum

**On Track**

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**Develop responsive digital services**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Communication received from the community via digital channels	%	65.73	73.28	-	73.2	73.6	-	-	73.4		Indicator Only
Average time to answer phone calls from the community	Secs	-	78.25	90	67	92	-	-	79.5		On Track
Community service requests received	No.	197,882	163,423	-	42,302	48,014	-	-	90,316		Indicator Only
Community service requests from all channels actioned within agreed service standards	%	87.23	92.42	85	93.6	96	-	-	94.8	Prior year data has been corrected.	On Track

### Provide access to City of Sydney information and data

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA formal access applications received	No.	46	83	-	14	15	-	-	29		Indicator Only
GIPAA informal access applications received	No.	2,895	2,904	-	787	664	-	-	1,451		Indicator Only

### Strengthen workforce capability, diversity and inclusion

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent establishment positions	No	2,002.25	2,092.15	-	2,090.55	2,090.55	-	-	2,090.55		Indicator Only
Vacancy rate	%	6.49	5.39	-	4.52	6.5	-	-	5.51		Indicator Only

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

Major Programs	Progress To Date	Status
<b>Maintain 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	Review and analysis is underway for preparation of the next iteration of the City's Long Term Financial Plan to be presented for approval to Council in June 2026	<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	Review and analysis is underway for preparation of the next iteration of the City's long term financial plan. Quarterly budget review statements are presented to Council on a quarterly basis and are a central component of the ongoing monitoring of the City's long term financial plan.	<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 updated 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. The City's 2024/25 annual report was completed in line with legislative requirements and endorsed at the November 2025 Council meeting. Work has commenced on developing the City's 2026/27 suite of integrated planning documents.	<b>On Track</b>
<b>Advocate for equitable contributions from ratepayers</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, as and when required.	<b>On Track</b>

### Optimise investment property returns

Manage the City of Sydney's investment property portfolio to optimise revenue opportunities	The City has continued to actively manage the leasing and operational performance of the investment portfolio to optimise revenue outcomes and effectively manage holdover arrangements. The City has secured new leasing transactions and enhanced the portfolio mix to strengthen the overall performance of the investment portfolio. Market conditions remain challenging, with commercial tenants increasingly requiring fully fitted-out spaces and tenant incentives continuing to reflect prevailing market conditions. The City will continue to take a proactive and disciplined approach to reviewing and managing sites across the investment portfolio to maximise income opportunities and support longer-term tenure outcomes.	<b>On Track</b>
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### Ensure best practice procurement

Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	The City's procurement activities follow the requirements of the Local Government Act and regulations. The Procurement transformation program is on track to simplify low-value purchasing.	<b>On Track</b>
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### Maintain financial sustainability

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Operating performance ratio (excluding non-recurrent income and expense items). Benchmark > 0.00%	%	2.27	2.01	0	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
Own source revenue ratio. Benchmark >60%	%	84.47	85.62	60	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
Building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark > 100%	%	103.97	116.38	100	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Advocate for policy reform and integration</b>		
Research, assess and make submissions on intergovernmental policy issues to the NSW Government and the Federal Government where appropriate	The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This year this included submissions for: the Draft NSW Heritage Strategy 2025, the NSW Net Zero Commission Consultation Paper, the Arts Tax Summit, Changes to Using E-Micromobility Devices on Public Transport, the Australian Energy Regulator (AER) - Ausgrid Community Power Network Trial, the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025, the Draft Community Improvement Districts Amendment Regulation 2025, National Food Security, Procurement Guidelines for NSW Local Government, Disability Discrimination Act 1992 Review, Select Committee on Proposed Energy from Waste Facilities, NSW Government - Draft Cool Places Guidelines V1 and the Local Government Remuneration Tribunal - 2026 Annual Review Submissions are also made to the NSW Department of Planning, Housing and Infrastructure on relevant State Significant Development Applications.	<b>On Track</b>

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

### Major Programs

### Progress To Date

### Status

#### Continue to develop international, national, regional and local partnerships

Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community

In November 2025, the quarterly meeting of the Resilient Sydney Ambassadors brought together 52 representatives from 26 Greater Sydney councils, Ausgrid, and the NSW Reconstruction Authority. Resilient Sydney has made several submissions to influence state and national resilience agendas and highlighted the positive impact of the Greater Sydney Heat Smart City Plan, which is now driving meaningful action across the region. Resilient Sydney met with the Office of Social Cohesion, Multicultural NSW, and the NSW Premier's Department to discuss how Australia can better build community connections to strengthen democracy. Discussions focused on amplifying youth voices, collaborating with new partners, and exploring a potential regional NSW Social Cohesion Festival in 2026.

In November 2025, the Heat Smart Sydney Forum 2025 was held in Granville reporting on progress against the Greater Sydney Heat Smart City Plan and strengthening the collaboration between government, industry, community and research leaders to improve heat resilience across the region.

Resilient Sydney participated in a number of government and industry forums, including the Australian Social Cohesion Summit, formed new partnerships with Ending Loneliness and the Youth Research Centre, and provided guidance and feedback into national and state social cohesion initiatives, all aimed at building stronger community connections across the country.

**On Track**

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

During this period, the City hosted 14 international delegations from Thailand, South Korea, Japan, Taiwan, China, Vietnam and UK, with staff briefings to support knowledge exchange on topics such as net zero, wayfinding, urban planning and inclusion and diversity.

Resilient Sydney hosted officials from the German Government in November providing a briefing on the Resilient Sydney Strategy (2025-2030) and the work undertaken to enhance social cohesion in Australia.

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

**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're innovative leaders in climate change mitigation and adaptation

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

Major Programs	Progress To Date	Status
<b>Undertake initiatives to achieve net zero emissions for 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	The City's fleet transition to electric vehicles continues; 5 electric vehicles have been commissioned this financial year and an additional 9 electric vehicles have been ordered.	<b>On Track</b>
Reduce energy use in public lighting through renewal with highly efficient LED lights managed by smart controls	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 with more efficient LED lights fitted with smart controls has commenced and will continue over the next 3 years generating further reductions in energy and costs, as well as improving response times for any light outages. To date, the City has completed approximately 3,200 LED replacements under this program, resulting in an additional approximately 37% reduction in energy consumption for those upgraded lights. Ausgrid has also been progressively upgrading public lighting in their network 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.	<b>On Track</b>
Implement electrification and energy efficiency improvements to reduce energy use in City buildings, including replacement of gas cooking equipment, gas domestic hot water systems and gas heating boilers	The net zero framework for City properties has been approved, with at least \$18m dedicated in the long term financial plan to replace all gas equipment across the portfolio, including gas cooking equipment, gas domestic hot water and gas space heating boilers. Separate projects fall under this framework to deliver on the electrification target by 2030. The most significant electrification project completed this financial year to date is the electrification of pool heating and shower heating at Andrew Boy Charlton Pool, completed in September 2025.	<b>On Track</b>
Create, and then implement, a plan to reduce embodied carbon in our forward planned assets	The City finalised its embodied carbon measurement method v1.0 in September. The method aligns to industry standards and sets data and evidence quality hierarchies. Reporting templates have been developed to accompany the standard. The method is being implemented across large infrastructure and building works, with a focus on road renewals in year one. A revision to the Sydney Streets Technical Specifications was released in September, which included updates to the Sustainable Materials in Asphalt and Sustainable Materials in Concrete sections. The updated specifications will reduce embodied carbon and increase use of recycled materials.	<b>On Track</b>
<b>Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area</b>		
Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	The City is a member of key groups working to reduce embodied carbon including the Materials and Embodied Carbon Leadership Alliance (MECLA), the Australian Sustainable Built Environment Council (ASBEC), the Infrastructure Sustainability Council (ISC) and the Green Building Council of Australia (GBCA).	<b>On Track</b>
<b>Support transition to zero emissions transport</b>		
Advocate to the Federal and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	A submission on EV charging in apartment buildings was provided to NSW Fair Trading in September 2025, in response to their consultation request for the Strata Schemes Legislation Amendment (Miscellaneous) Bill 2025.	<b>On Track</b>

Support more people walking, riding bicycles and catching zero emissions public transport

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. Our submission to the NSW Government's proposed ban on e-micromobility devices on rail public transport contributed to the more balanced outcome. Significant uptake in use of share bikes has increased the number and diversity of people riding, and contributes to a City for cycling. We have continued to engage with Transport for NSW so that their e-micromobility regulatory framework supports increased bicycle riding without affecting walking environments. The relevant Bill passed in late 2025 and the next step is responding to Draft Regulations when released. We made a major, second submission on the NSW Government's roads Act Review, to ensure that any act revision supports walking, bicycle riding and public transport.

**On Track**

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. The Committee received final evidence in July 2025. There is no Inquiry report released to date, or Government response.

**On Track**

Advocate and work with key stakeholders to assist the transition to zero emission transport fleets

The NSW Parliament's Inquiry into infrastructure for electric vehicle charging has not reported, however the NSW Government's late 2025 announcement of further grant funding for faster vehicle charging is consistent with our Submission.

**On Track**

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

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	12,553.9	11,479.5	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only

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

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste). Net zero by 2035	Tonnes CO2	3,225,392	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication. Final data for the financial year 2023/24 has become available and is updated here.	Indicator Only
Reduction in City of Sydney local area greenhouse gas emissions. Target 70% reduction from 2006 baseline of 5,815,521 tCO2e by 2030.	%	44.54	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication. Final data for the financial year 2023/24 has become available and is updated here.	Indicator Only
Environmental grants approved by the City of Sydney	\$ '000	703.89	604.9	-	413.56	389.11	-	-	802.66	In the first half of the year, 52 Environmental grants were provided by the City for a year to date total of \$802,662. These projects were supported through the City's Green building, Festival and Events sponsorship, Innovation and ideas and Venue Hire Support grants.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Improve urban greening and canopy cover</b>		
Deliver tree planting programs to maximise urban canopy, reduce urban heat and improve community health and wellbeing	Projects to increase canopy cover have continued. The City has planted 407 trees this year to date including street trees and park trees. The in-road planting projects have progressed, with construction completed in Rosebery Avenue and Tweedmouth Avenue Rosebery. Consultation has commenced for Cowper Wharf Rd, Woolloomooloo and 50 other sites across the Sydney local area.	<b>On Track</b>

<b>Improve habitat potential and biodiversity</b>		
Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	The City is managing 16.48ha of land as bush restoration. Sites are maintained by specialists, with volunteer Bushcare / Landcare groups also involved in some areas. Bush restoration sites continue to be maintained to improve habitat value for native flora and fauna. Targeted hand weeding and spot spraying has been performed to control exotic grasses and annual weeds, resulting in continual improvements in the diversity and density of native flora species. Native birds, lizards and insects are frequently reported to be using the restoration sites. Community volunteers continue to assist with annual planting activities as part of National Tree Day. In July 2025, 5,000 native grasses and shrubs were planted at Federal Park and Harold Park as part of two community greening events.	<b>On Track</b>

<b>Support participation in community greening</b>		
Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups	The City supports 19 community gardens and 4 Bushcare/Landcare groups operating within the area. Over 550 volunteers and community 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.	<b>On Track</b>

Improve urban greening and canopy cover											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	78,579	79,707	50,000	33,616	37,515	-	-	71,131	Infill and new planting continues across City parks, streetscapes and bush restoration areas. Key sites for planting include: Chelsea Street Playground, Edgley Reserve, Cook and Phillip Park, Vescey Reserve, Wulaba Park, Harmony Park, Hollis Park, Sydney Park, Alexandria Park, and Hyde Park.	<b>On Track</b>
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	10,888	12,054	9,000	2,671	3,560	-	-	6,231	Significant projects have included Walker St, Chalmers St (Redfern), Pitt St (Waterloo), Albion St, Liverpool St (Surry Hills), Tweedmouth Ave, Rosebery Ave (Rosebery), and Albert St (Erskineville). This work cools and greens the City while contributing toward the delivery of the City's greening target of 40% by 2050.	<b>On Track</b>

## Improve habitat potential and biodiversity

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Area managed by the City of Sydney as native bush restoration	ha	15.2	15.68	13.5	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
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### Minimise potable water usage in the City's operation

Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible	Ongoing actions to reduce reliance on potable water use for irrigation in parks include: <ul style="list-style-type: none"> <li>– Extending the trial of smart irrigation technology, with additional soil moisture sensors to allow comparison between sportsfields and passive parks, and to quantify climate change impacts.</li> <li>– Improved remote monitoring for leaks to improve response times for repairs.</li> <li>– The City's parks water recycling and harvesting systems supplied 17.7ML of non-potable water for irrigation.</li> </ul>	<b>On Track</b>
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Minimise potable water use in the City's operation through efficiency initiatives including water audits and utilising the leak detection framework	Design has commenced for three main water reuse initiatives at Alexandra Canal Depot, Kings Cross Carpark, and Prince Alfred Park Pool. The Water Data Analytics and Integration Project is in progress. This project will deliver advanced data dashboards to enhance monitoring, reporting, and decision-making for water performance across our assets. We are also reviewing the operation of cooling towers across several facilities. Preliminary adjustments have already achieved an estimated annual saving of 2–4 million litres of potable water. We have requested Sydney Water to change our Wastewater factor, which will reduce wastewater charges to the City. The City continues to manage and operate more than 40 rainwater recycling systems across the Sydney local area, providing sustainable alternative water sources for toilet flushing, cleaning, and other non-potable uses.	<b>On Track</b>
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### Collaborate to support a water sensitive city

Implement extension of Green Square recycled water reticulation network	The extension of recycled water to the Suttons development is in the design phase. The preliminaries for the recycled water pipelines at Hinchcliffe Place and Woolpack Street with Mirvac.	<b>On Track</b>
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### Improve 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. New sites are planned and are at various stages of design and approval. New raingardens are also planned for construction by the City and developers. Maintenance programs are in place for all existing gross pollutant traps and raingardens to ensure the performance of these assets remains optimal.	<b>On Track</b>
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## Minimise potable water usage in the City's operation

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from the City of Sydney's operations. Target reduction from 2006 baseline of 431,000 kL	kL	364,883	374,981	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 has become available and is updated here.	Indicator Only
City of Sydney local area residential potable water use per person per day. Target of 204 litres by 2030	Ltr	194.2	-	-	-	-	-	-	-	Reported annually in June. Data for 2023/24 is now available and has 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. Target 10% reduction from 2018/19 baseline of 2.32 litres/sqm/day by 2030	%	19.83	-	-	-	-	-	-	-	Reported annually in June. Data for 2023/24 is now available and has been updated. Data for 2024/25 is not yet available.	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>		
Investigate and implement systems and innovations that increase reuse, recycling and recovery outcomes in our properties, events and operations	Operational changes have been implemented at our most intensive waste site and early indications are that the changes have reduced waste totals. Data from a recently completed waste audit, complete with action plan, is being used to implement additional initiatives to increase source separation at key sites.	On Track
Engage with contracted service providers and other relevant stakeholders to improve data quality and reporting of strip out, properties waste and construction and demolition waste from City assets	A property has been identified as being suitable for a strip out project and an inventory list of each asset and its recovery potential has been compiled. Items will be donated where possible and a report presented outlining the charities supported, diversion rate and the lessons learnt. This site will form a case study that can be built on for future strip out projects.	On Track
<b>Apply sustainable procurement practices</b>		
Develop sustainable procurement approaches to be incorporated into our procurement planning and processes in relation to targeted categories	Social and sustainable procurement considerations have been included throughout the procurement transformation pilot documentation and processes for low-value purchases. A review of social and sustainable procurement processes already in place for high-value procurements will follow.	On Track
<b>Explore ways to establish a strong circular economy</b>		
Collaborate with government and industry to reduce waste and promote circular solutions through our sustainability partnerships	The City of Sydney is regularly engaging with state government agencies, industry, academia and not for profit organisations to support and advocate for a transition to a more circular economy. Recently City staff collaborated with other councils within the South Sydney Regional Organisation of Councils to provide feedback on The Department of Planning, Housing and Infrastructure's Proposed Waste Planning Changes Consultation Paper. The submission while supportive of the paper requested improvements or amendments regarding waste management, minimisation and / or recycling in relation to; complying developments, local environmental plans, and change of use in commercial premises.	On Track

## Advocate for funding and regulation for circular economy policies

Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area

In October 2025 City staff provided a submission to the NSW Select Committee on proposed Energy from Waste facilities. The focus of the submission was to recommend that; energy from waste should only be considered once all other reuse and recycling avenues are exhausted; that energy from waste be considered as part of an integrated infrastructure planning framework; that meaningful and enhanced community engagement is required to allow for the development of necessary waste infrastructure and that there is regulatory consistency in development of planning and emissions standards for all similar industrial facilities. The City also presented evidence at the Committee hearings in December.

**On Track**

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

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

The City has delivered 158 waste avoidance activities, engaging with 3,052 residents and visitors on topics including how to safely recycle unwearable textiles, small electronics, blister packs and e-bike batteries, and how to have a sustainable Christmas, avoid food waste, reuse clothes and use our Doorstep Recycling Service. Activities included how-to recycle pop-ups in 24 community locations, events at The University of Sydney, Sydney City Farm, Cliff Noble Community Centre, Ron Williams Community Centre, Lord Mayor Social Housing Forum at Erskineville, Northcott Pet Day in Surry Hills, bike tune up events, Christmas in Pyrmont celebrations and education concierge visits at the Ultimo Recycling Pop-up. We delivered two clothing swaps for 206 participants who swapped 309kg of clothing and the Recycle Helper Service supported 6 apartment buildings with 562 households. Our Ask a Waste Avoidance Expert enquiry service resolved 91 enquiries, and we engaged 490 primary school aged students and their teachers at Ultimo and Bourke St Public School through an interactive recycling presentation. To promote reuse, waste avoidance and our recycling services, we designed 3 new community pop-up stalls, developed 14 communication campaigns, 3 new City of Sydney News articles, 13 e-newsletters and published 16 x pieces of organic social media, which received a total of 5,962 interactions. We surveyed real estate agents to identify collaboration opportunities to communicate to residents on our services when moving homes and launched a new 'Find my bin collection day' tool that has already been used 1,490 times. To ensure new buildings are designed to maximise recovery, staff completed 262 waste planning requests. To reduce bin storage issues and illegal dumping, staff conducted 391 site inspections and managed 2,522 red lid bin requests. The updated Managing Waste in Public Places – Local Approvals Policy (LAP) went live on the City's website in October.

**On Track**

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

Work is progressing on the rollout of the food organics (FO) service to all residential properties. The City continued to provide the food scraps recycling service to households that participated in the trial and add apartment buildings to the scheme. Houses on the service waitlist are added on a fortnightly basis where service capacity allows. So far 427 new houses have been added to the service from the waitlist in 2025/26. The food scraps service is now available to over 24,300 households and more than 2,880 tonnes of food scraps have been diverted from landfill. In October Council approved an 18-month extension of the insect farming food scraps processing trial to June 2027 and during this time the feasibility of this technology as a long-term treatment option for the City will be considered. Since the trial began nearly 500 tonnes of food scraps have been processed via the insect farming facility. This has generated 16 tonnes of insect protein for animal feed and 104 tonnes of frass for fertiliser. Staff completed a 6-month pilot to test smaller 25-litre food scrap bins at 300 houses to see if this bin size should be considered for the service rollout. Results have been positive and the pilot evaluation is being finalised by staff.

**On Track**

Increase recycling and reuse opportunities for materials not accepted in kerbside recycling through innovative drop-off events and services for residents

Two Recycle It Saturday events have been held, attracting a combined total of 1,862 people that dropped off 36.31 tonnes of materials for recycling and 174 items of furniture for reuse. From February 2026, furniture for reuse will become a permanent feature of the program.

**On Track**

Our annual Household Chemical Clean Out event on 18 October 2025 attracted 693 people, an increase of 5% in attendance from last year. The event collected 19.98 tonnes, an average of 29 kg per vehicle. An additional event has been scheduled for April 2026.

The Ultimo recycling pop-up received 2,968 drop offs and recycled 16.6 tonnes of materials. 617 residents used the pop-up for the first time. The most popular items dropped off for recycling were electronics, unwearable textiles, food scraps, small metals and batteries.

Our 20 recycling stations across 18 community locations collected 1982kgs of materials (913kgs batteries, 67kgs mobile phones, 153kgs light bulbs, 550kgs of small electronics, 210kgs of vapes, and 89kgs of blister packs) for recycling.

The City collected 27.8 tonnes of tricky items (including clothes, electronics and polystyrene) from 1,549 pickups directly from residents' homes through the doorstep recycling service this financial year.

There are two reverse vending machines in our local area that collect beverage containers through the Return and Earn scheme. Our machine in Kings Cross car park collected 886,223 containers (60 tonnes) and the Sydney Park machine collected 1,669,106 containers (84 tonnes).

### Provide flexible cleansing and resource recovery services

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

Despite the seasonal increase in waste volumes, bin collection services continued to be delivered reliably and consistently. Any collection delays were limited to clean-up services. All services are monitored on a daily basis, and the City is working closely with its service provider to further refine scheduling and resource allocation to minimise the impacts of seasonal peaks in waste volumes.

**On Track**

Investigate options and solutions for tracking changes and growth in the use of our street litter bins and areas with recurring waste challenges

A waste composition audit of selected street litter bins is planned for early 2026 to obtain a detailed understanding of the types of waste and materials deposited in the bins and to inform a review of possible options for improving recycling.

**On Track**

### Reduce waste from City operations

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	945.58	998.44	-	265.44	274.34	-	-	-	539.78		Indicator Only
Source separated recycling of waste from City of Sydney managed properties including aquatic centres. Target 60% by 2030	%	49	56	-	50	50	-	-	-	50	Q2 result is an estimate only pending confirmed data. The target year for this measure has been changed to 2035 with the adoption of the Waste Reduction and Circular Materials Strategy 2025-2035.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 60% by 2030 and 70% by 2035	%	51	54	-	-	-	-	-	-	-	Reported annually in June. Data for FY2024/25 has been revised.	Indicator Only

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

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney local area total residential waste collected	Tonnes	63,871.1	65,533.46	-	16,142	17,007	-	-	33,149		Indicator Only
City of Sydney local area total residential waste collected per capita.	Kg/Capita	276.7	281.13	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Reduction in City of Sydney local area total residential waste collected per capita. Target 10% reduction from 2023 baseline of 300.44 kg/capita by 2030 and 15% reduction by 2035	%	18	17	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Source separated recycling of City of Sydney local area residential waste. Target 35% by 2030 and 40% by 2035	%	32.53	31.8	-	29.89	30.65	-	-	30.27		Indicator Only
City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	%	50.41	51.62	-	49.35	50.63	-	-	49.99		Indicator Only

**Provide flexible cleansing and resource recovery services**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Garbage bins collected on time	%	99.7	99.85	-	99.84	99.81	-	-	99.83		Indicator Only
Recycling bins collected on time	%	99.82	99.86	-	99.89	99.83	-	-	99.86		Indicator Only
Garden organic bins collected on time	%	98.46	99.03	-	99.32	98.41	-	-	98.87		Indicator Only
Bulky waste collected on time	%	77	78.5	-	78	83	-	-	80.5		Indicator Only

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

Major Programs	Progress To Date	Status
<b>Improve climate risk awareness</b>		
Create a framework that can be used to assess City services and assets for climate risk	Following release of the NSW government's climate modelling data and the Australian government's National Climate Risk Assessment, work has commenced to translate this information into a local context and then establish a risk assessment framework for our assets and services. This project will be undertaken in 3 stages and stages 1 and 2 have commenced.	<b>On Track</b>
Embed consideration of climate change impacts on priority community groups into projects and programs	The work to understand and address climate change impacts on priority communities continues with a focus on extreme weather made worse by climate change. New emergency preparedness information has been developed for storms, hot weather and flash flooding. The guides were developed with priority communities as the primary audience. Non-digital, partner resources are being developed.	<b>On Track</b>
<b>Deliver programs to improve environmental performance</b>		
Implement projects, programs and advocate to improve environmental performance in the commercial office sector	The City of Sydney supports improvements in the environmental performance of commercial buildings through Better Buildings Partnership and CitySwitch. The Better Buildings Partnership has launched two projects this year. The first focuses on demand-side management and will synthesise technical information on grid-interactive buildings into clear, practical guidance to help building owners and managers make effective use of demand-side strategies. The second project will develop an emergency management maturity framework and toolkit to help property and facility managers assess their current practices, identify improvements and strengthen alignment with recognised emergency management approaches. CitySwitch has supported businesses with resources on the new Australian Sustainability Reporting Standards, green leasing and climate resilience this year.	<b>On Track</b>
Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	The Sustainable Destination Partnership Leadership Panel met in August to endorse the workplan for the coming year and in December to discuss procurement for upcoming projects. Despite achieving its second highest ever score of 78.56 out of 100, Sydney ranked 25th in the 2025 Global Destination Sustainability Index, among more than 100 global destinations. Feedback from the index assessment is being used to identify improvement areas and guide ongoing collaboration with industry partners to strengthen Sydney's position as a leading sustainable destination. In November the program was nominated as a Finalist in the 2025 NSW Sustainability Awards in the Sustainable Tourism category. This recognition celebrates the collective achievements of partner members, their commitment to resource efficiency, engagement of staff and guests on climate action and ongoing collaboration of the partners on sustainability.	<b>On Track</b>
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 guided owners corporations to implement \$4.3 million in building upgrades, unlocking opportunities to reduce running costs by \$11 million and avoid 65,128 tonnes of carbon emissions.</p> <p>Through the Green Building Grants, the City of Sydney has supported apartment communities to plan and deliver \$2.9 million in building upgrades since 2016. These projects are expected to save \$8.1 million in running costs over their lifespans and avoid 44,681 tonnes of carbon emissions.</p> <p>This financial year, 7 owners corporations were awarded grant funding to advance sustainability outcomes for their buildings.</p> <p>The Sustainability Apartments Reference Group, which meets quarterly, met in November to share and strengthen sustainability outcomes for high-density communities.</p>	<b>On Track</b>

## SD03 Public places for all

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

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

Major Programs	Progress To Date	Status
<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	Development of a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city and the delivery of capital projects to address and implement Connecting with Country principles is underway.	<b>On Track</b>
<b>Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words</b>		
In consultation with the local Aboriginal community, work with the Geographical Names Board to officially adopt new names using local Aboriginal language and dual names that officially recognise traditional Aboriginal names	Three naming projects using Aboriginal language words, Ngana Gili Plaza, Wiriyagan Place and Daranggara Park went on public exhibition in the July/August period. All names were approved by Metropolitan Local Aboriginal Land Council and the City's Aboriginal and Torres Strait Islander Advisory Panel. A post-exhibition report was submitted to November Council and all three names were endorsed to be sent to the Geographical Names Board (GNB) for final gazettal. The GNB board meets next in February 2026 and these three names will be on the agenda for gazettal.	<b>On Track</b>
<b>Foster mutual understanding and healing through truth-telling</b>		
Review of statues and monuments	The City has commenced research on monuments and statues in the City of Sydney. The Request for Quotations for the review of Monuments and Statues in the City of Sydney was sent to 20 consultant teams including consultants identified by the Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel. A draft research report has been prepared by the selected team for discussion and review by the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this paper before presentation to Council.	<b>On Track</b>
Review symbols and emblems in Sydney Town Hall	The City of Sydney has engaged expert First Nations consultants to work with staff on the review of the symbols and emblems of Sydney Town Hall. A draft research report has been prepared by the selected team for discussion and review by the Aboriginal and Torres Strait Islander Advisory Panel. The Panel's views will be sought and incorporated into a final version of this paper before presentation to Council. Current work is focused on the heritage provisions within Sydney Town Hall.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Increase the number of welcoming, accessible and equitable public spaces</b>		
Continue to deliver public domain capital works projects that ensure event infrastructure is delivered	<p>Progress continued in development and delivery of public domain capital works projects currently funded in the City's Long Term Financial Plan.</p> <p>Public domain projects in design:</p> <ul style="list-style-type: none"> <li>- Link and Epsom Road Intersection</li> <li>- Victoria Street Improvements</li> <li>- Sydney Square Renewal</li> <li>- Town Hall Square (major new civic space)</li> <li>- Erskineville Road Village footpath upgrade</li> <li>- Campbell Street Public Domain Upgrade</li> <li>- Northern Enterprise Precinct Concept Design</li> <li>- Waterloo Housing Estate Concept Design</li> <li>- Hunter Street Precinct Concept Design</li> </ul> <p>Public domain projects under construction:</p> <ul style="list-style-type: none"> <li>- Redfern Public Domain Improvements</li> <li>- Ngamuru Avenue (Green Square to Ashmore Connector)</li> <li>- George Julius Avenue (North)</li> <li>- George Street North Pedestrianisation</li> <li>- Loftus Street and Reiby Place Upgrade</li> <li>- Dixon Street Upgrade</li> <li>- Crown Street Public Domain Improvements</li> </ul>	<b>On Track</b>
<b>Deliver public amenity services</b>		
Provide high-quality public domain cleansing service that meets the needs of the community	<p>The City continues to work towards enhancing service levels across all areas to provide a clean and welcoming environment for both residents and visitors. Night shift operations are addressing the City's unique demands during off-peak hours, allowing our day teams to move to a maintenance model in the CBD and provide increased service delivery into the villages and laneways. This includes refining detailing processes, deploying specialised equipment for high-traffic zones, and prioritising high-profile locations that require frequent attention within the city precinct. Servicing of newly developed areas and maintaining critical infrastructure, such as cycleways and pedestrian zones is continually revised and procurement of fit for purpose fleet will allow access and mobilising of previous tasks performed manually. Delivery of new fleet is underway.</p>	<b>On Track</b>
<b>Deliver programs to ensure compliance with legislation and community safety</b>		
Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	<p>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.</p>	<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	<p>Rangers have spent a total of 5,254 hours on targeted patrols and have issued 103 notices to address illegal dumping and activity which is contrary to the provisions of the Environmental Operations Act.</p>	<b>On Track</b>

## Shape the city's public spaces to meet community needs

Undertake periodic review of public domain design codes in the city	The Sydney Lights Public Domain Design Code 2015 has been updated and is undergoing final review (2026 version). This update addresses changes to Australian Standards, City policy settings and City lighting palette. Update to Streets Code underway to include latest accessibility directions for narrow footpaths with greening as well as to align with City's Walking Strategy and future update to the Inclusive and accessible public domain guidelines.	<b>On Track</b>
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## Increase the number of welcoming, accessible and equitable public spaces

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	45,280	46,831	30,000	20,112	5,428	-	-	25,540	Accelerated works in Q1	<b>On Track</b>
Footway dining in the village centres	m2	6,459	8,391.52	-	8,074	8,193	-	-	8,193	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only
Footway dining in the city centre	m2	4,144	5,725.12	-	4,785	4,785	-	-	4,785	Businesses that have not renewed their consent have now been excluded from the measure.	Indicator Only

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

Major Programs	Progress To Date	Status
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### Support artists' contributions to the cultural life of the city

Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	<p>The City supports the delivery of public art in new developments by reviewing and providing advice on all public art projects from conception to delivery in line with our Guidelines for 'Public Art in Private Developments' with 54 referrals completed in the last quarter.</p> <p>Projects of strategic importance or facing particular challenges are taken to the City's Public Art Advisory Panel for review and advice which is then passed on to the proponents through the planner. The Aboriginal and Torres Strait Islander Advisory Panel and Metro Local Aboriginal Land Council are also consulted on relevant projects. This process ensures a high standard of public art is delivered to the benefit of the community, enriching the cultural life of our City.</p> <p>The City has developed partnerships with Place Management NSW, the Royal Botanic Gardens and various cultural institutions along the Harbour Foreshore to deliver Yananurala as part of the Eora Journey and is seeking alignment with private developments that intersect with this project.</p>	<b>On Track</b>
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### 3.4 Physical and visual connections to the harbour are strengthened

Major Programs	Progress To Date	Status
<b>Connect with the harbour foreshore</b>		
Staged implementation of Yananurala through development and delivery of public art and other projects for the Eora Journey Recognition in the Public Domain Program	Endorsed by Council in December 2019, the Harbour Walk Storytelling Report provides the foundation for Yananurala for further consultation with Aboriginal and Torres Strait Islander communities. Curated by Emily McDaniel, Yananurala provides a curatorial approach to Aboriginal recognition along the harbour foreshore in the public domain. Interpretive markers are installed at key points along the 9km length of the walk featuring a bara (shell hook) icon. Artist Lucy Simpson is carrying out design development of her concept in response to the brief for 'Sitelines and Conversations' informed by community consultation. Detailed consultation with Aboriginal community members was undertaken over the last 18 months with Sydney Aboriginal women generously sharing diverse perspectives on the significance of Patyegarang. These stories belong to local Aboriginal communities, and the City is taking time to listen deeply and ensure we have heard the communities' priorities for this project.	<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>Ensure equitable distribution and access to recreational facilities</b>		
Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	Reported annually in June.	<b>Not Yet Due To Report</b>



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

Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	The Draft Generic Plan of Management was exhibited from 22 September to 3 November 2025. A public hearing took place, within this exhibition period, on 15 October 2025. There were no negative submissions during the exhibition period. 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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### Promote access to pools and sporting facilities

Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing	Inclusive programs and services were delivered across the City's network of aquatic and leisure centres. Health and inclusion initiatives broadened reach through diabetes education delivered in Cantonese and Mandarin and a three-day Women's Health Week aquatic pass delivered with Pymont and Ultimo Community Centres, providing supported access to swimming and classes, easing first-visit nerves and encouraging ongoing participation. Safe, welcoming opportunities for young people and Aboriginal and Torres Strait Islander communities were delivered through Deadly Connections pop-up swims and school holiday water play with The Settlement. The period also included targeted inclusion events and programs such as the Trans Joy event at Cook and Phillip Park Pool, Seniors' Aqua at the Ian Thorpe Aquatic Centre with City West Housing, accessible basketball for the International Day of People with Disability, and water safety and aqua programs for Ukrainian women and people seeking asylum. Inclusive programs and services were delivered across Alexandria Park, Prince Alfred Park, Beaconsfield Park and Turruwul Park tennis courts. Highlights included the Adaptive Tennis Hub, providing coaching and social play for wheelchair, para-standing and blind or low-vision participants, as well as players managing mental health. A weekly Trans Tennis program ran with Tennis New South Wales is ongoing. First Nations youth engagement included an in-school program at Garuwa School (St Andrew's Cathedral School) and coaching delivered with City of Sydney Youth	<b>On Track</b>
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Services. Community initiatives included Wimbledon and US Open social doubles games, all-abilities social games and an end of year social event. Para sport highlights included an International Tennis Federation wheelchair and para-standing tournament and a women-only camp for players with disabilities, as well as a school visit with free coaching and racquet giveaways. Rushcutters Bay Tennis Centre delivered programs for children and young people, school holiday camps, adult group lessons, expanded social tennis, the annual Community Championships and women-focused Cardio Tennis programming.

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

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Green open space under the City of Sydney's care and control (excluding Civic spaces)	ha	215.73	217.5	-	-	-	-	-	-	Reported annually in June.	Indicator Only

**Promote access to pools and sporting facilities**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.5	96.5	90	95	95	-	-	95	Demand for sports field use continues to outpace supply and we are operating above the determined 90% limit (the 90% limit equates for down time for the field to regenerate and effectively equates to 100% of sustainable use)	On Track
Attendances at aquatic and leisure centres	000	1,998	1,923.53	-	475.74	551.84	-	-	1,027.58	Attendance has been affected by the temporary pool closure at Ian Thorpe Aquatic Centre in July, water-heating issues at Gunyama Park Aquatic and Recreation Centre, and extreme wet weather in August. The Andrew (Boy) Charlton Pool reopened in September after a 16-month closure for major renewal works. Warm to extreme weather in the second quarter contributed to high utilisation across the network. Fitness and health and wellbeing continued to grow and Exercise Physiology also expanded, delivering 262 consultations during the quarter and increasing availability across key sites. The Summer Open Day supported participation across all centres, attracting a record 11,128 attendees and included a visit from Ian Thorpe at the Ian Thorpe Aquatic Centre.	Indicator Only

## SD04 Design excellence and sustainable development

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

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

Major Programs	Progress To Date	Status
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#### Create inclusive and accessible places that support community health, wellbeing and culture

Implement planning controls to support live performance, including through special entertainment precincts	A planning proposal and precinct management plan is being prepared to create special entertainment precincts in existing late night trading areas. Sound studies are being undertaken to inform the precinct plan and workshop has been held with the Nightlife and Creative Industries Advisory Panel on Late Night Trading Areas.	On Track
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#### Create places that are well-connected and reflect local character and heritage

Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings	New planning controls for the Pymont Peninsula, in response to the NSW Government's place strategy, were approved by Council in October 2025. The planning controls for conservation areas were approved by Council in August 2025. Proposed heritage listings of modern apartment buildings was exhibited in December 2025 and listings of places in Oxford Street significant to the LGBTIQA+ community have been progressed.	On Track
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#### Deliver economic, environmental, social and cultural sustainability objectives through urban renewal

Develop and implement public domain plans and placemaking strategies for urban renewal areas as required	The City continues to deliver new streets, open spaces, pedestrian and bike links in line with our public domain strategies for urban renewal areas, in particular Green Square and Ashmore Estate. Many of these streets and open spaces are being delivered through planning agreements with private developers. New community facilities are being delivered as part of joint projects with the Department of Education such as the recently completed Green Square Public School and Community Spaces. This project includes spaces for community use at all times as well as amenities for out of school hours use by the community. Programming of events and activities in Green Square Plaza and other public spaces in Green Square is ongoing as part of the City's community/ place making initiatives. The City has also commenced preparation of public domain concept design plans for the North Alexandria precinct in Green Square.	On Track
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#### Create places that are well-connected and reflect local character and heritage

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of footway applications	Days	22.4	22	35	7	8.9	-	-	8.9		On Track
Average time to determine 90% of DA applications	Days	84.4	58.6	55	49	45.2	-	-	45.2		On Track
Average processing time for construction certificates	Days	10.38	9.2	15	15.6	10	-	-	12.8		On Track
Average time to determine 90% of S4.55 applications	Days	42.77	33	40	28	28.8	-	-	28.8		On Track
Median (net) assessment time to determine DA & S4.55 applications	Days	61	44	45	35	35	-	-	35		On Track

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Outstanding DA & S4.55 applications over 100 days	%	19.57	17	20	10	8.16	-	-	8.16		On Track

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

Major Programs	Progress To Date	Status
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##### Implement the Central Sydney Planning Strategy

Facilitate employment space and activity in line with the Central Sydney Planning Strategy	The City continues to assess site specific planning proposals consistent with the Central Sydney Planning Strategy. A planning proposal for an office addition at 580 George Street was endorsed for seeking a gateway determination from the Department of Planning, Housing and Infrastructure as well as public exhibition in December 2025.	On Track
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##### Plan for business, industry and economic opportunities

Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	The Central Sydney Planning Committee and Council recently endorsed for exhibition a planning proposal for 580 George Street for an office addition. The City's Ultimo Pyrmont planning proposal was approved by Council in October 2025 and changes the planning controls for expanded economic opportunities.	On Track
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##### Plan for business, industry and economic opportunities

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	144,554	106,044	-	7,296	92,785	-	-	100,081	Commercial development approved this quarter includes 89,000m <sup>2</sup> office building at Cockle Bay Wharf.	Indicator Only
Commercial development completed	m2	114,746	248,670	-	95	21,665	-	-	21,760	Completions this quarter include 6,000m <sup>2</sup> hotel in Haymarket and 10,000m <sup>2</sup> public school in Zetland.	Indicator Only

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

Major Programs	Progress To Date	Status
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##### Plan for and deliver infrastructure that supports community wellbeing

Collaborate with development proponents to deliver new or upgraded public infrastructure aligned with new development	The City executed 5 new planning agreements with the private sector in the year-to-date. The agreements will deliver new and upgraded infrastructure including several roads and laneways in Alexandria, a shared loading dock in the CBD and ownership of a park in Eveleigh. Additional homes for Ultimo/Pyrmont was endorsed. The return of Wentworth Park greyhound track as active recreation use was announced in late 2025 reflecting excellent collaboration with the NSW Government to support housing growth.	On Track
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Review contributions plans to support the delivery of infrastructure needed by new development	The draft Ultimo Pyrmont Local Infrastructure Contributions Plan 2023 was approved by Council at its October 2025 meeting, and a formal request was made to the Minister for Planning and Public Spaces to apply a higher maximum s7.12 rate levy. The amendments to the Central Sydney Development Contributions Plan 2020 were also approved by Council in October 2025 and came into force on 19 November 2025. Work continues on options for a new contributions plan to replace the City of Sydney Development Contributions Plan 2015.	On Track
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**Plan for and deliver infrastructure that supports community wellbeing**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	\$M	96.38	99.05	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Voluntary Planning Agreements offers	No.	11	17	-	3	4	-	-	7		Indicator Only
Voluntary Planning Agreements executed	No.	12	12	-	2	3	-	-	5		Indicator Only

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

Major Programs	Progress To Date	Status
<b>Enable design excellence through competitive processes</b>		
Facilitate competitive architectural design processes to achieve design excellence	Since the start of the financial year the City has facilitated the completion of 3 competitive architectural design processes located in Alexandria, Waterloo and Pyrmont and has assisted with State led processes.	<b>On Track</b>
<b>Facilitate advice from expert panels</b>		
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.	<b>On Track</b>
<b>Influence other levels of government to ensure design excellence</b>		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	The City is monitoring projects at Central Station, and Blackwattle Bay and is engaging with NSW Government and its development partner on planning for Waterloo Estate South. The Sydney Fish Market will be covered in Q3.	<b>On Track</b>

**Enable design excellence through competitive processes**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No.	13	6	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Development supports a healthy environment and community</b>		
Implement planning controls to increase greening and support biodiversity in development	Draft planning controls to increase tree canopy where possible, encourage green roofs and support biodiversity in development were adopted by Council June 2025 following public exhibition. The controls will come into force when the LEP is drafted and published by the NSW Government, which is expected in the first half of 2026	<b>On Track</b>
<b>Improve sustainability through better designed and operated buildings</b>		
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 Australian Government has announced a pause on further residential changes to the NCC until the end of the National Housing Accord period, around mid-2029, following the finalisation of NCC 2025.	<b>On Track</b>
Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels	The City has completed a study of stormwater management and reuse controls. Water efficiency and updated stormwater reuse controls for buildings have been adopted by Council in June 2025 following public exhibition as part of the LEP/DCP Update. The controls are expected to come into force in early 2026, pending DPHI finalisation of accompanying Planning Proposal	<b>On Track</b>
<b>Increase resilience through well designed and planned development</b>		
Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes	The Interim Floodplain Management Guidelines are being incorporated into the City's planning controls as part of the LEP / DCP Update. The updated planning controls are to manage flood associated risk and achieve good urban design outcomes. The updated planning controls were adopted by Council in June 2025 and will come into effect when updates to the Sydney LEP are made.	<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
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#### Plan and implement public domain and public space programs

Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	Advocacy and input as required into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh. The prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces that respond to community recreation needs.	On Track
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#### Advocate and plan for reallocation of street space

Support the implementation of the pedestrianisation of George Street and relevant city streets	The City continues to work with Transport for NSW to deliver the remainder of the George Street pedestrian boulevard between Hunter and Alfred Streets. Construction is progressing well between Hunter and Essex Streets.	On Track
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Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	Kerbside restrictions are implemented to manage various needs and encourage parking turnover. Kerbside use including parking, kerb extensions, bicycle parking, car share spaces, EV charging spaces and outdoor dining are implemented in accordance with relevant strategies, policies and referral for approval through delegated staff authority or the Local Pedestrian, Cycling, Traffic Calming and Transport Forum.	On Track
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#### Work with state government stakeholders to improve road safety and reduce traffic

Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	As of November 2024, all local and regional roads in the LGA now have a speed limit of 40km/h or less. The City continues to work with TfNSW on reducing the speed limit on key state roads where there is high pedestrian activity. 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. The City continues to campaign for the State government to delegate authority for speed limit reductions on local roads to local government.	On Track
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#### Plan and implement public domain and public space programs

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Streets across the City of Sydney local area with a speed limit of 40km/h or less	Km	328.82	393.5	-	393.5	393.5	-	-	393.5	No changes since November 2024. All local and regional roads in the City of Sydney local area now have a speed limit of 40km/h.	Indicator Only

#### Advocate and plan for reallocation of street space

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway replaced by green verge in the City of Sydney local area	m2	6,005	3,527	2,000	498	353	-	-	851		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
<b>Promote public transport solutions</b>		
Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central and light rail on Broadway, Oxford Street and to Green Square	There is as yet no update from NSW Government on the City's request that they identify and protect a corridor for Metro West to Zetland. The City's submission on the Sydney Plan will provide an opportunity to re-state the case for the extension. There is no current government response to ALTRAC's proposal for light rail on Parramatta Road and for Green Square.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Improve walking safety, connectivity and amenity</b>		
Develop and oversee a program of pedestrian crossings to make walking safer and easier	Designs are in progress for 10 pedestrian crossings with 9 scheduled for construction and 6 completed in the current 2025/26 works program. Pedestrian crossings are prioritised using a needs-based approach, informed by land uses, gaps in walking connectivity and insights from ongoing Walking and Place studies. Grant funding opportunities are actively sought to support the programs where feasible.	<b>On Track</b>
Deliver improvement works in the Central Business District and village centres, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	The 2025/26 Central Business District Streetscape Improvement program includes granite paving, installation of new Smartpoles and LED lighting along sections of Clarence Street and Goulburn Street.	<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. Construction of Crown Street upgrades as a village main street is continuing and planned for completion this year incorporating wider footpaths, greening, additional trees and street furniture. Design has commenced for the upgrade of Victoria Street as a village main street to incorporate wider footpaths, bi-directional cycleway, 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	To improve safety and connectivity for people walking, 'A City for Walking' Strategy and Action Plan outlines a program of activities. In addition to continuing our existing programs of walking and public domain improvements, further initiatives, since the last update include: <ul style="list-style-type: none"> <li>– we are finalising the review of our raised crossing and continuous footpath treatments.</li> <li>– finalising the review of our street design guidance</li> <li>– advocating for greater priority for people walking at intersections, for example pedestrianising (timed vehicle access) Loftus Street north of Reiby Place, and working with the NSW Government to support the development approval of NSW State Library forecourt transformation, doubling the size of the forecourt and reducing the size and barriers to walking at the Bent St/ Macquarie St intersection.</li> <li>– all local and regional roads in the City of Sydney local area now have a speed limit of 40km/h</li> <li>– 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</li> </ul>	<b>On Track</b>

- advocating for the enforcement of drivers and for the NSW Government to improve compliance with the road rules by people driving and cycling particularly through the regulation of share bike operators and bike delivery companies, including: direct advocacy, broader education, providing space for share bike parking and working directly with share bike operators and food delivery riders.
- a guidance document for developers to help clarify and prioritise the right of way for people walking across driveways. Once finalised it will be published on our website.
- progressing a network of automatic counters.
- working with other Councils and the State Government to progress and share best practice knowledge.

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

Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area

The City continues to advocate for greater priority (reduced delay) for people walking in the city centre and other areas of high pedestrian activity. This includes advocating for reduced waiting times, reduced walking distances at intersections, increasing space and improving quality of the public domain for people walking. Key recent examples include working with the State Government on the street layout of Waterloo South precinct. The City also chairs a monthly coordination group with TfNSW to facilitate discussions around reducing delays for people walking at individual signals.

**On Track**

### Improve walking safety, connectivity and amenity

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.)	No.	16	31	10	1	2	-	-	3	Numerous large scale pedestrian safety and traffic calming projects are underway.	<b>On Track</b>
Footway renewed in the City of Sydney local area	m2	18,312	13,447	12,000	1,920	9,333	-	-	11,253	Accelerated footway renewal works in Q2	<b>On Track</b>
New granite infill paving in the City of Sydney local area	m2	3,179	1,816	500	0	0	-	-	-	Works are underway and planned for completion this year.	<b>Attention Required</b>

### Encourage and monitor walking participation

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Walking counts in the City of Sydney local area. November 2021 baseline 503,442	No.	739,719.5	763,373	-	-	771,954	-	-	771,954	Reported biannually in December and June. Average pedestrian volume increase across 15 sample locations between November 2021 (baseline) to October 2025 is 53% 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.	<b>Indicator Only</b>

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

Major Programs	Progress To Date	Status
<b>Build and manage a network of safe, connected cycleways</b>		
Implement cycleways within our local area as per the future bike network approved by Council	<p>Construction of Oxford and Liverpool Street cycleways, between Taylor Square and Castlereagh Street is complete- they opened for use on 25 July 2025 and bike trips have exceeded 4,000 per day in early December 2025. Construction is also complete of the King to College Street cycling connection outside Hyde Park, which opened on 15 December 2025, as well as Wellington Street cycleways, between George Street and Waterloo Metro station, which opened on 20 December 2025.</p> <p>Construction is underway on Ngamuru Avenue (Ashmore to Green Square) and Rosebery Quietway. Design is underway on O'Dea Avenue cycleway, Ultimo to Surry Hills cycleway, Surry Hills to Central Quietway, Victoria Street public domain upgrade and Belmont-Fountain improvements. Consultation for South Eveleigh to Waterloo Metro cycleway is starting in February 2026, followed by Elizabeth Street to Randle Street, Surry Hills, starting in March 2026.</p>	<b>On Track</b>
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	<p>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 2025/26 include a new cycleway connecting Belmont Street and Fountain Street, Alexandria, installation of on street bicycle parking at various locations across the City of Sydney local area and a safer and more accessible raised pedestrian and bicycle crossing on Lawson Street, Redfern to complete the works planned as part of the Redfern Station upgrade.</p>	<b>On Track</b>
<b>Share our expertise and positively influence cycling improvements</b>		
<p>Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney</p>	<p>City staff continue to work with Transport for NSW to fix 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>- TfNSW has started construction of the missing section of King Street cycleway between Pitt and Clarence Streets in the city centre</li> <li>- Sydney Park Road - TfNSW has constructed stage 1 in early 2025 and will complete further stages later</li> <li>- Sydney Harbour Bridge northern ramp - TfNSW completed and opened the ramp on 6 January 2026</li> <li>- Sydney Harbour Bridge southern exit - no progress</li> </ul> <p>City staff continue to provide advice and guidance for neighbouring councils. We are providing advice and input to TfNSW for the business case and concept development for the three TfNSW Strategic Cycleway Corridors within the Sydney local area.</p>	<b>On Track</b>

## Encourage and monitor cycling participation

Encourage bicycle riding in our local area

In the first half of this financial year we ran cycling courses, guided rides and education sessions including:

**On Track**

- 17 guided rides with 164 participants.
- Cycling courses, where:
  - 47 attended the Cycling in the City course
  - 27 did the individual Cycling in the City course
  - 25 attended the Rusty Riders course
  - 45 staff completed the staff cycling course
  - 66 attended Bike Care & Maintenance course
  - 578 young children attended Balance Bike Clinic
  - 171 children did the schools course
  - 34 Share the Path onsite education sessions that delivered over 187 free tune-ups, 466 maps and 82 bells.

As with other openings of new infrastructure, we also did extensive onsite education on Oxford Street cycleway in August 2025 for four weeks and King to College Street cycleway December 2025 for two weeks.

## Build and manage a network of safe, connected cycleways

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Separated cycleways in the local government area. Baseline (December 2021) 20,340.96 m (20.3 km)	Km	23.1	25.45	-	-	-	-	-	-	Reported annually in June.	Indicator Only
New on-road cycleways provided in the City of Sydney local area	Km	2.97	13.87	2.6	0	0	-	-	-	No new on-road cycleways this quarter.	On Track

## Encourage and monitor cycling participation

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cycling counts at key intersections around the City of Sydney Local Government Area. Baseline March 2010 19,152	No.	50,855	50,524.5	-	-	51,569	-	-	51,569	Reported biannually in December and June. There were 51,569 instances of bikes observed at the 78 intersections during the counting period (6-9am+4-7pm) on the count date in October 2025. This figure is not meaningful other than to show growth since counts at the same intersections began in March 2010. The number represents +169% growth in that time (more than two and a half times as many bikes observed).	Indicator Only
Growth in cycling activity at key intersections around the City of Sydney local area	%	2	20	-	-	(6)	-	-	(6)	Reported biannually in December and June. At the October 2025 count there were 6% fewer bike trips counted at key intersections than at the March 2025 count. The total growth since counting started in 2010 is now +169% (more than two and a half times as many trips).	Indicator Only

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Attendees at City of Sydney cycle safety courses	No.	257	251	-	46	53	-	-	99	Total of 99 attendees of public adult cycling safety courses (47 Cycling in the City, 27 one-on-one, 25 Rusty Riders).	Indicator Only

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

Major Programs	Progress To Date	Status
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#### Manage, plan and advocate for efficient freight and servicing

Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution	The Project Control Group for Austroads Urban Freight Scoping Study did not meet in late 2025 as planned. When the meeting happens the City will again advocate for off-street loading hubs to supplement ongoing exploration of opportunities within our planning and development framework. Transport for NSW staffing changes in late 2025 make it less clear who will champion urban freight innovation.	On Track
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#### Manage kerbside space

Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	We are working on identifying potential kerbside changes to support additional bike parking, electric vehicle charging and accessible pick up and drop off. This includes consideration of the best use for some kerb that currently has no restrictions ("unrestricted parking"). Administrative changes in the Policy (eg simplified number of visitor parking permits) are in place.	On Track
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#### Manage kerbside space

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings in the City of Sydney local area	No.	225,630	186,936	-	-	87,675	-	-	87,675	Reported biannually in December and June.	Indicator Only

## SD06 An equitable and inclusive city

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

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

Major Programs	Progress To Date	Status
<b>Engage in partnerships to support self-determination and reconciliation</b>		
Ongoing implementation of the Stretch Reconciliation Action Plan	The Stretch Reconciliation Action Plan working group has been established with a refreshed membership and terms of reference. The group will meet quarterly to monitor the implementation of deliverables, ensure accountability and support collaboration.	<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	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. 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.	<b>On Track</b>
Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	<p>The City of Sydney has committed to prioritising local Aboriginal creative and cultural use at 107 Redfern Street, while 119 Redfern Street continues to grow as a dynamic hub for Aboriginal culture, knowledge sharing and community connection.</p> <p>Partnerships with local Aboriginal organisations and community leaders ensure that decision making reflects community priorities and aspirations. The centre hosts intergenerational programs that bring together Elders, young people, and community members to share cultural knowledge, stories, and histories. Engagement focuses on self-determination, with community input shaping programming, access, centre use.</p> <p>Activities include cultural workshops, storytelling sessions, and community gatherings that foster reconciliation and connection to country. These initiatives create inclusive opportunities for participation, while reinforcing the centre as a space that celebrates and preserves Aboriginal culture.</p> <p>A total of 1,056 people attended events including:</p> <ul style="list-style-type: none"> <li>• She Rises Cultural arts and wellbeing youth program</li> <li>• a NAIDOC Young Workers empowering community workshop</li> <li>• the First Nations Women's clay and weaving program</li> </ul>	<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>Identify, advocate and where possible remove barriers to inclusion of people with disability</b>		
Implement the Inclusion Disability Action Plan	<p>Highlights included:</p> <ul style="list-style-type: none"> <li>– 518 participants attended 11 programs and events for International Day of People with Disability across our community facilities</li> <li>– 9 Auslan and English story time sessions and Auslan interpretation at 5 storytelling programs</li> <li>– 24 funded creative projects delivered over 871 events and activities catering for audiences with disability, including 151 artists with a disability</li> <li>– Sydney Christmas events and Sydney New Year's Eve included quiet spaces, Auslan interpretation, surtitles, accessible maps, visual stories, event guides in alternative formats, audio description, and staff trained in disability inclusion.</li> <li>– 1,791 views of the Accessibility Map</li> </ul>	<b>On Track</b>

- The City of Sydney was reaccredited as a Disability Confident Recruiter for a fourth successive year
- A new Inclusion (Disability) Advisory Panel was established to provide expert advice
- A submission was made on the Review of the Disability Discrimination Act 1992
- The City of Sydney joined the Inner and Eastern Sydney Collaborative for the Prevention of Abuse of Older People and People with Disability.

**Position our libraries to support community needs**

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

The library has welcomed 12,142 new members this year. There were 577,839 visits to our library services accessing a wide range of services and facilities, including visitation for the Library After Hours program. The home library service made a total of 802 deliveries to community members who are housebound. The online branch supported 12,044 interactions. Libraries continue collaboration with community centres providing monthly digital literacy tutoring sessions and participation at community events and festivals. Green Square, Darling Square and Customs House Libraries were open an additional 54 evenings to support students with their studies.

**On Track**

**Deliver inclusive and accessible programs and services**

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

The City delivered a range of programs that provided affordable and inclusive opportunities for the community. Feedback has been positive with 92% respondents indicating programs were accessible and 89.5% felt welcome and included within programs. 31 free events and workshops were delivered alongside a range of low-cost workshop opportunities including short courses, community workshops, studio access programs, weaving groups, arts clubs for over 55's and artists activities for children under 5. Many programs support participants with diverse needs by providing visual aids, flexible instructions and by creating an environment that's inclusive of physical, cognitive, and sensory differences.

**On Track**

**Position our libraries to support community needs**

Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	69,685	84,261	-	86,708	88,651	-	-	88,651	Library membership continues to grow with a 12% increase on the same period last year.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,837.79	1,861.18	-	501.69	460.33	-	-	962.02	Loans remain steady with an increase of approximately 15% compared to last year.	Indicator Only
Attendance to City libraries	000	984.31	1,002.42	-	289.38	288.46	-	-	577.84	Attendance figure is a 27% increase on the same period last year and includes the Library After Hours program at three branches to support HSC and university students during their exams.	Indicator Only

## Deliver inclusive and accessible programs and services

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	8,782	8,859	-	2,230	1,792	-	-	4,022		Indicator Only
Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	\$ '000	3,577.87	3,521.84	-	934.24	927.94	-	-	1,862.17	This includes revenue forgone through the Accommodation grants program to Redfern Legal Centre at Redfern Town Hall (73 Pitt Street, Redfern) and The Sydney Children's Hospital Network at the Reginald Murphy Activity Club, 19 Greenknowe Street, Elizabeth Bay	Indicator Only
Social grants approved by the City of Sydney	\$ '000	4,991.31	5,433.47	-	3,841.24	1,208.93	-	-	5,050.16	In the first half of the year, 123 Social grants were provided for a year to date total of \$5,050,164. These projects were supported through the City's Aboriginal and Torres Strait Islander collaboration fund, Community services, Festivals and events sponsorship, Food Support, Innovation and ideas, Quick response, Street Banner sponsorship, Venue hire support and strategically driven one-off grants.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Collaborate and advocate for reform to improve outcomes for priority communities</b>		
Advocate to reduce income inequality for people on low incomes	The City continues to act on behalf of our communities for a resilient and socially just City. This includes our ongoing advocacy to increase affordable and social housing and reduce homelessness following the release of the NSW Homelessness Strategy. In our submission to the National Food Security Strategy Discussion Paper, we have advocated for more sustainable food systems to enable access to nutritious and affordable food. We have also engaged with the Committee for Sydney on the Care Economy and contributed through Local Government NSW (LGNSW) to the Draft NSW Mental Health Discussion Paper for the NSW Government's ten-year strategy.	On Track
<b>Support increased employment and access to procurement</b>		
Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Consultation with Aboriginal and Torres Strait Islander employees to implement the Aboriginal and Torres Strait Islander workforce strategy continues. Listening sessions regarding future Reconciliation Action Plan employment actions, cultural safety and anti-racism have been key items discussed. Most recently Aboriginal and Torres Strait Islander employees have been actively engaged in development of the employee value proposition and cultural learning program strategy which are key outcomes of the workforce strategy.	On Track
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	A planning workshop will be scheduled with the First Nations Leadership team to discuss focus areas and approaches to be included in the Aboriginal and Torres Strait Islander strategy. This will be scheduled to be discussed after the endorsement of the First Nations Strategic Framework to ensure alignment.	On Track

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

Major Programs	Progress To Date	Status
<b>Involve people in decision making through our engagement program</b>		
Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	There were 46 projects open for consultation in the past 6 months including 17 park upgrades and 15 strategies and policies and 3 naming proposals. These consultations were undertaken in line with the City's community engagement strategy and public participation plan.	<b>On Track</b>
<b>Provide inclusive 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>From July to December 2025, the City produced a variety of communications that reflect and reach the diverse communities of the City of Sydney local area, including promotion of:</p> <ul style="list-style-type: none"> <li>- International Day of People with Disability, accessibility tips for local businesses, and our new accessible outdoor dining guidelines</li> <li>- The 2026 Sydney Lunar Festival program, the Mid-Autumn Festival, and support for local businesses during the public domain upgrade in Haymarket</li> <li>- Social housing forums, Northcott Pet Day, Cuppa with a Cop events and cost of living saving tips for local social housing residents</li> <li>- NAIDOC in the City, the Calling Country fireworks display, opportunities for Aboriginal and Torres Strait Islander community groups and businesses, and new affordable housing initiatives for First Nations communities</li> <li>- The International Student Leadership and Ambassador program and other activities for international students living and studying in the local area</li> <li>- The moment of unity and support for Sydney's Jewish community on New Year's Eve following the terror attack at Bondi Beach</li> <li>- Opportunities, events and activities for young people, older people and non-English speakers</li> <li>- The 2026 Sydney Gay and Lesbian Mardi Gras festival program.</li> </ul>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Support access to technology and digital literacy skills</b>		
Deliver programs that grow digital literacy skills and promote free access to technology in community facilities	<p>Free access to technology delivered through community facilities and programs to support digital literacy included:</p> <ul style="list-style-type: none"> <li>- 320,260 free Wi-Fi sessions across over 30 community centres and venues for hire.</li> <li>- 111 sessions to improve digital literacy and inclusion in libraries and community centres</li> <li>- 228,460 free Wi-Fi sessions across 10 library locations. Free Wi-Fi is offered in 13 community centres and education and care services for community use</li> <li>- 76,646 PC sessions across 10 library locations. Free public access computers offered in 5 community centres and in education and care services for community use</li> <li>- 231 Public access computers and 20 multifunction devices across 19 community facilities provide free access to internet, printing, scanning, photocopying, Microsoft Office and Adobe Creative Suite</li> <li>- 105,120 hours of available access to PAIT services. An additional 162 hours of available access at Green Square, Darling Square and Customs House Libraries as part of the Library After Hours Program.</li> <li>- 212,073 City of Sydney library app launches</li> </ul>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Deliver education and learning opportunities</b>		
Ensure equitable and affordable community access to lifelong learning programs	<p>A range of equitable and affordable programs continue to be offered to the community through our community centres and libraries to provide education and learning opportunities.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>- 11,884 attendees at 293 face-to-face early literacy programs including bilingual and Auslan Storytime</li> <li>- 41 programs to promote lifelong learning across our community centres including Your Money Your Choice talks, creative art workshops, IT Support for Seniors, Brain Health sessions, TAFE Outreach preserving course, ukelele and singing classes</li> <li>- 722 attendees at 60 programs delivered in our libraries including Wear it purple trivia and craft, treasure hunt, social knitting sessions, tabletop games, school holiday and Christmas and Makerspace activities</li> <li>- 713 attendees at 20 library outreach events including those supporting public housing residents in Redfern and Waterloo</li> <li>- 1,818 attendees at 54 Library After Hours sessions</li> <li>- 5 online book club meetings</li> <li>- 54 Library After Hours sessions with 1,818 attendees</li> <li>- 96 attendances at 5 Connect Sydney training and capacity building workshops in Redfern and at Green Square Public School Community Space</li> </ul>	<b>On Track</b>
Provide education and care services and facilities across the local area	<p>The City's education and care services supported 611 children across a range of programs, including long day care, occasional care, preschool, and outside school hours care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>- 14,104 sessions of care across 10 services, with 3,324 sessions (24%) offered at a discounted rate or free</li> <li>- a range of fun and educational programs including bush school excursions, visits from the Fire Brigade and a dental service for oral health week, a safe people program in child protection week, Auslan classes during National week of Deaf people, events for Clean up the world day, National children's week, World children's day and Diwali, along with excursions, and Halloween and Christmas activities</li> <li>- family events and involvement, including book week dress up days, spring family picnic, grandparents' day, family BBQs, a disco, graduation events and family Christmas parties</li> <li>- vacation care programs including excursions to cinemas, museums, play centres, local parks and playgrounds, theatre performances and indoor activity centres, along with in-centre activities such as robotics, cooking, skateboarding, art and design projects.</li> </ul>	<b>On Track</b>

**Deliver education and learning opportunities**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services	No.	845	829	-	579	32	-	-	611	This result is seasonal and reflects new enrolments each period only.	Indicator Only
Approved early education and care places in the City	No.	6,721	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication.	Indicator Only
Sessions of care provided at the City's education and care services	No.	58,007	59,925	-	16,303	14,104	-	-	30,407		Indicator Only
Discounted and free sessions of care provided at the City's education and care services	No.	18,085	16,951	-	3,894	3,324	-	-	7,218	This represents an 8.9% decrease compared with the same period last year (7,923). This reflects the recent change to Woolloomooloo Children's Program becoming a Child Care Subsidy (CCS) registered service in addition to offering free care for eligible families. Some families now receive CCS funding to cover the cost of sessions of care in place of the City offering discounted or free sessions for that family. This enables more families to access free and subsidised care through the service but does reduce the number of sessions of care being offered free directly by the City, in addition to those through the Commonwealth CCS program.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Support a more sustainable food system and equitable access to safe, nutritious food</b>		
Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	<p>In September 2025, the City participated in an online workshop hosted by C40, the Milan Urban Food Policy Pact (MUFPP), and EAT Forum. The workshop supported the development of an action brief for local governments as part of a broader international, multi-sector engagement. Representatives from private industry, research, and government collaborated to produce sector-specific action briefs focused on improving food production, distribution, and consumption. These briefs were released in October at the Stockholm Food Forum and identified 15 common action areas across all sectors.</p> <p>Also in September, the City provided a submission to the Department of Agriculture, Fisheries and Forestry in response to a discussion paper that will inform the upcoming National Food Security Strategy. The City will continue to monitor and engage with the strategy development process as the Department drafts and consults on a first version in 2026.</p> <p>Locally, the City continues to strengthen food security and urban food systems through initiatives such as the Food Operations Working Group, City Farm, the community gardens network, meals-on-wheels, cooking programs in community centres, food support grants, and food waste reduction programs.</p>	<b>On Track</b>

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

Through the Food support grant program, the City provides funding to local community organisations to deliver projects that increase access to affordable and healthy food. This includes the Food Access Program delivered by Women and Girls Emergency Service which empowers women through food preparation and employment pathways. During December, the City supported two fresh food pop-up events ensuring individuals and families had access to fresh food at a time when many services are closed. ARC@UNSW Limited hosted one event in Woolloomooloo and First Nations Response and Foodbank NSW & ACT hosted the other event in Redfern. Across these events over 700 community members accessed over 8,100kgs of fresh food. To date, grant recipients provided 112,219 kgs of food, 92,812 meals and \$39,195 in vouchers to people experiencing food insecurity. This reflects 30,317 occasions of service and 1,722kg of rescued food. In addition, 4,855 sanitary items have been distributed. The City coordinates the Food Operations Working Group bringing together local organisations to strengthen collaboration, improve referral pathways and share resources.

**On Track**

Support a more sustainable food system and equitable access to safe, nutritious food												
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Meals provided through the City's Meals on Wheels service	No.	44,475	49,868	-	13,112	13,256	-	-	-	26,368		Indicator Only
Food support grants approved by the City of Sydney	\$	-	-	-	1,214,781	794,438	-	-	-	2,009,219	New measure. In the first half of the year, 24 projects were supported through the Food Support grant program for a year to date total of \$2,009,219 in cash and value-in-kind.	Indicator Only

## SD07 Resilient and diverse communities

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

### 7.1 Communities are connected and socially cohesive

Major Programs	Progress To Date	Status
<b>Strengthen social cohesion</b>		
<p>Foster cross-cultural awareness, tolerance, and social connection among people from diverse cultural backgrounds through services, programs and events</p>	<p>The City provided services, programs, events and targeted activities to foster cross-cultural awareness, tolerance and connections among people from diverse backgrounds across our community centres and facilities.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>- 111 targeted programs supporting inclusion and diversity</li> <li>- 93 attendees at intergenerational pancake morning teas</li> <li>- 271 attendances at events promoting cross cultural awareness including a Moon Festival afternoon tea and culturally themed community morning teas</li> <li>- 127 international students participating in the International Student Leadership Ambassador (ISLA) program and</li> <li>- 179 attendances at international student events, delivered through the program</li> <li>- 110 attendances at a 'Cuppa with Cop' morning tea in Green Square</li> <li>- 68 attendances at 6 anti-racism allyship network sessions</li> <li>- 22 attendances at an Australian sports day at Green Square Public School</li> <li>- 56 attendees at 3 Aboriginal Cultural talks delivered by a local Elder</li> <li>- 20 attendees at an Aboriginal weaving class delivered by a local Elder</li> <li>- 280 attendees at RUOK Day events</li> <li>- 30 attendances at an event to support international students to build community connections</li> <li>- 38 attendances at 3 anti-racism allyship network sessions</li> </ul>	<b>On Track</b>
<b>Collaborate to address loneliness and social isolation</b>		
<p>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>	<p>A wide range of low and no cost programs and activities were offered through our community centres and other locations to support community members at risk of loneliness and isolation.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>- 677 attendances at end of year celebration events at our community centres</li> <li>- 390 attendances at the Senior's Christmas luncheon in Sydney Town Hall</li> <li>- 230 attendees at Women's Health Week events at Pymont community centre and Juanita Nielsen community centre, Woolloomooloo</li> <li>- 322 attendances at parent and bubs fitness classes</li> <li>- 127 international students participated in volunteering activities in the community</li> <li>- 179 attendances at international student events, delivered through the International Student Leadership Ambassador Program</li> <li>- 6,130 engagements with international students at 5 orientation week events at tertiary institutions</li> <li>- 140 attendances at programs and events supporting people of diverse sexualities and genders, and intersex people</li> <li>- 284 attendees at Open Day events at our community centres</li> <li>- 30 attendances at an event to support international students to build community connections</li> <li>- 280 attendees at RUOK Day events</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									
<b>Provide inclusive, affordable and accessible community and cultural facilities</b>											
Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	<p>A total 179,676 people attended a range of programs offered to ensure community social inclusion, connection and participation.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>- 111 programs to increase inclusion and diversity</li> <li>- 51 programs to support participation of people with disability</li> <li>- 74,568 attendances at targeted programs to improve community health and wellbeing</li> <li>- 9 programs in community centres to improve digital literacy and inclusion</li> <li>- 50 attendances at Clothes Swap events</li> <li>- 22 attendances at an Australian sports day at the Green Square Public School multipurpose outdoor court</li> <li>- 7 programs in community centres to improve digital literacy and inclusion</li> <li>- 100 attendances at a Moon Festival celebration</li> <li>- 40 attendances at an Aboriginal and Torres Strait Islander transgender celebration and remembrance event</li> <li>- 17 attendances at an art and social connection program for older LBTIQA+ women</li> <li>- 504 attendances at educational programs and workshops such as TAFE Outreach preserving course, healthy bones and osteoporosis, how to avoid serious injury and ways to save talks, Red Cross emergency preparedness, women's self-defence and cooking and nutrition workshops</li> </ul>	<b>On Track</b>									
Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability	The City has an ongoing funding program for the renewal and upgrade of the community facility portfolio to make spaces more inclusive to all and optimise community needs. Budget has been allocated in the Long Term Financial Plan in FY25/26 to renew the following community facilities to be more inclusive: - Paddington Town Hall - Redfern Community Centre - Ron Williams Centre	<b>On Track</b>									
<b>Support social connection and wellbeing</b>											
Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	The Community Wellbeing Report is available on the City's website. No data updates were required in the past six months.	<b>On Track</b>									
<b>Provide inclusive, affordable and accessible community and cultural facilities</b>											
Key Performance Indicator	Unit	2023/24 Result	2024/25 Result	2025/26 Target	2025/26 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	68	41	-	68	74	-	-	74	<p>In Q2 2025/26, 74 requests were approved. This includes 6,514.35 hours of use to the value of \$240,992.29. This represents an 8% increase compared with the same period last year (65%).</p> <p>Between 1 July 2022 and 31 December 2025, a total of 545 requests have been approved for a fee waiver for community venue hire for local community groups. This includes 35,179.15 hours of use to the value of \$1,051,610.60.</p>	<b>Indicator Only</b>

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Overall attendance at City Spaces	No.	298,919	349,840	-	91,346	94,730	-	-	186,076	This represents an increase of 11% increase compared with the same period last year (84,756)	Indicator Only

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

Major Programs	Progress To Date	Status
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#### Embed climate risk and resilience considerations

Partner with regional governments, business and the community to implement the second Resilient Sydney Strategy for the Greater Sydney region	<p>In November, the quarterly meeting of the Resilient Sydney Ambassadors brought together representatives from 26 Greater Sydney councils, Ausgrid and the NSW Reconstruction Authority.</p> <p>The inaugural 2025 meeting of the Resilient Sydney Steering Committee brought together both long-standing and newly appointed members. CEOs from across Greater Sydney presented on their resilience focus areas.</p> <p>In October, Resilient Sydney delivered a Masterclass for Resilient Sydney Platform users, providing updated insights on the new FY24 dataset and new methodology. Ku-ring-gai council presented on its electrification program. In December, Resilient Sydney delivered an introduction to the Resilient Sydney Platform for new users across Councils.</p> <p>Resilient Sydney, with WSROC, delivered the Heat Smart Sydney Forum 2025 in Granville, reporting on progress against the Greater Sydney Heat Smart City Plan and strengthening the collaboration between government, industry, community and research leaders to improve heat resilience across the region. The Greater Sydney Heat Taskforce received an award in the Local Government category at the 2025 Resilient Australia Awards. Resilient Sydney met with Minister Chanthivong and Dr Amanda Cohn MLC to brief them on the Greater Sydney Heat Taskforce and the Heat Smart City Plan.</p> <p>Resilient Sydney presented at government and industry forums, including the Living Futures Conference, NSW Carers Advisory Council Carers Week Symposium, Australian Social Cohesion Summit, Philanthropy and the COP31 Roundtable, OCN Strata Sustainability Webinar, Climate Action Forum, CCLM Working Group, National Climate Leaders Forum and the NSW Policy Roundtable on Aboriginal Disaster Resilience.</p> <p>Resilient Sydney provided strategic advice to the Department of Home Affairs on the development of a national guide to strengthen social cohesion, ensuring strong local government relevance through research, case studies, and co-design workshops. Resilient Sydney collaborated with the NSW Premiers Department to deliver a webinar to Local Government CEO's to coordinate support for communities in the aftermath of the Bondi terror attack.</p>	<b>On Track</b>
Implement the City's Floodplain Management Policy and update floodplain management plans, and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	<p>The City has adopted an interim floodplain management policy. The policy is being implemented through the development approval process. In June 2025 Council endorsed an update to the Sydney Development Control Plan to incorporate the provisions of the policy. A program of floodplain risk management plan updates is underway and being reported to the Floodplain Risk Management Advisory Panel. The City continues to work collaboratively with asset owners and developers to ensure that flood risks are appropriately managed.</p>	<b>On Track</b>

**Support communities to build capacity and capability for resilience**

<p>Improve emergency preparedness in apartments and in priority communities</p>	<p>The City supported the Owners Corporation Network through an Innovation and Ideas grant to recruit of 10 apartment buildings to pilot a new Emergency Preparedness Toolkit with a diverse mix of residential apartment buildings and Building Management Australia. Better Renting, also through an Innovation and Ideas grant, is conducting a citizen-science and advocacy project that aims to empower people living in rental properties to use their experiences around household energy efficiency to advocate for minimum energy efficiency standards for rental properties. The project, called Sydney Summer Renter Researchers project, has completed recruitment with 103 applications received. The final participant list includes 12 in the City of Sydney.</p>	<p><b>On Track</b></p>
<p>Support communities beyond our local area and international communities experiencing emergency situations</p>	<p>In the first half of the year, no donations were approved by Council.</p>	<p><b>On Track</b></p>

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

Major Programs	Progress To Date	Status
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**Support diversity of business models**

<p>Invest in projects delivered through alternative business models that support equitable and inclusive economic development</p>	<p>In the first half of the year, 43 grants were provided with a year to date value of \$2,271,331 in cash and value-in-kind. These projects were supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Business Sector Support, Community services, Festivals and events sponsorship, Food Support and Innovation and ideas and Quick Response grants. This includes support for the Social Enterprise Council of NSW &amp; ACT to host a two-day festival celebrating social enterprises through family-friendly activities, workshops, and markets and for Wildflower Gardens for Good Limited to deliver an Aboriginal-led apprenticeship project in Millers Point transferring rare seed collection skills to young people.</p>	<p><b>On Track</b></p>
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**Contribute to initiatives that support economic resilience**

<p>Contribute to metropolitan and state-wide strategic economic planning</p>	<p>The 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, and Study NSW International Student Experience Consultation Committee, providing recommendations to the Study NSW International Education Advisory Board. We are also a member of the Council of Capital City Lord Mayors National Economic Development group. We contributed to the development of the NSW Government Tech Central Economic Development Strategy, released September 2025, with local government identified as a delivery partner for place-based strategic outcomes. We participate in the Innovation District Alliance hosted by the Committee for Sydney with membership from across the innovation districts of Greater Sydney. We convene regular meetings with local business chambers and peak bodies.</p>	<p><b>On Track</b></p>
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## 7.5 People feel safe in the city

Major Programs	Progress To Date	Status
<b>Collaborate to improve community safety</b>		
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 Program's 24/7 operations. The City is also a member of several precinct security groups including Martin Place, Pitt St Mall, Circular Quay, Town Hall, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate efforts to ensure the safety of crowded places. The Security and Emergency Management Unit has continued to provide NSW Police support with the management of public safety during major events and protest activities through access to CCTV monitoring.	<b>On Track</b>
<b>Embed the NSW Child Safe Standards</b>		
Ensure effective implementation of the NSW Child Safe Standards across our organisation	The NSW Child Safe Standards continue to be embedded into practice including through numerous operational Child Safety procedures in line with the commitments of the revised Child Safety policy endorsed by Council in July 2024 Highlights include: <ul style="list-style-type: none"> <li>- Review completed of the Child Safety learning and development training plan</li> <li>- Commencement of review of legislative, regulatory and non-regulatory obligations relevant to Child Safety policy and procedures, and continuous improvement recommendations applicable to City of Sydney education and care services and other service provision relevant to children and young people</li> <li>- Review of upcoming Procurement and contract management policy changes and required updates to the Child Safety procedure- Contracted service providers</li> </ul>	<b>On Track</b>
<b>Deliver programs to improve community safety</b>		
Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	For the first half of the financial year Rangers have spent 86, 986 hours on targeted 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.	<b>On Track</b>
Deliver programs to reduce crime and improve actual and perceived community safety	The City hosted 'Cuppa with a Cop' community safety events in Green Square and Waterloo in partnership with the South Sydney Police Area Command. These events aim to strengthen relationships between Police and community in a relaxed environment, encouraging people to ask for help when they need it. At the events which were attended by 165 residents, NSW Police and City staff provided advice and information on community safety and crime prevention resources.	<b>On Track</b>
Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	To date, the City has hosted two Inner City domestic and family violence forums focused on sharing best practice and increasing collaboration across the sector to improve safety, support and referral pathways for older women with experiences of gender-based violence across their lifespan. An accessible online domestic and family violence support directory was developed by the City to provide information for people experiencing domestic and family violence and their supports. The City partnered with services to deliver events and programs for the United Nations 16 Days of Activism Against Gender Based Violence, including workshops on financial autonomy, economic safety and domestic and family violence prevention. The City provided Lou's Place with funding through the Festival and events sponsorship grant program to deliver the Unite Against Violence Vigil, in partnership with 30 frontline services, on the International Day for the Elimination of Violence Against Women. Through the Aboriginal and Torres Strait Islander collaboration fund the City supported Mudgin-Gal Women's Festival which included a walk in solidarity from Redfern Community Centre to Redfern Park for women and children's safety.	<b>On Track</b>

Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community

On International Drug Users Remembrance Day (21 July) representatives from community organisations, members of the harm reduction community, people with lived experience and City staff gathered around the Remembrance Day Tree in Lawrence Hargrave Reserve to remember those lost to drug related harm. The focus of this year's event was on stigma and the importance of advocating for safety and change. Over 40 people attended the event, which was held in partnership with NSW Health, NSW Users & AIDS Association, Wayside Chapel, and Sydney Medically Supervised Injecting Centre. On 9 December, at a small community gathering a memorial plaque was unveiled to better acknowledge and sign post the Remembrance Day Tree in Lawrence Hargraves Reserve. The wording of the plaque was chosen by community including those with lived experience through the Kirketon Road Consumer's Participation Group and Medically Supervised Injecting Centre's Consumer Action Group.

**On Track**

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

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

Major Programs	Progress To Date	Status
<b>Empower and support community led solutions</b>		
Integrate community wealth building within our economic strategy and our operational activities	Work continues to progress the integration of community wealth building principles within our operational activities. Community wealth building principles have been integrated into the City's economic development strategy 2025 - 2035.	<b>On Track</b>

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

Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	In the first half of the year, 36 grants were provided for Aboriginal and/or Torres Strait Islander individuals, groups and organisations with a year to date value of \$5,277,647 in cash and value-in-kind. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Community services, Creative, Festival and events sponsorship, Food support, Innovation and ideas, Quick response grant programs and strategically driven one-off grants. This includes support for the Mudgin-Gal Women's Aboriginal Corporation under the Food Support Grant Program for a community-led initiative across Redfern, Waterloo, and the inner city providing culturally grounded food support and safe spaces for Aboriginal women and families, fostering dignity, healing, and long-term community resilience.	<b>On Track</b>
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### Strengthen young people's civic engagement

Deliver youth civic engagement programs	A number of programs were implemented to strengthen young people's civic engagement. This includes 108 attendances at 6 Youth Opportunities Program sessions. The program provides young people with opportunities for learning, skills development and the co-design of community programs and events to engage young people in their community.	<b>On Track</b>
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Support a strong Aboriginal and Torres Strait Islander community-controlled sector

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No.	76	94	-	-	48	-	-	48	Reported biannually in December and June.	Indicator Only
City of Sydney spend with Aboriginal and Torres Strait Islander businesses	\$ '000	1,970	3,169	2,400	-	818	-	-	818	Reported biannually in December and June. The spend is below target due to a decrease in larger contracts and completion of other projects.	Attention Required
Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$ '000	1,936.74	2,526.4	-	4,405.83	871.82	-	-	5,277.65	The significant increase in grants approved is due to Council approval of \$3 million in cash funding through the Affordable and Diverse Housing Fund to Metropolitan Land Council for the development of residential accommodation in Redfern.	Indicator Only

## SD08 A thriving cultural life

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

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

#### Major Programs

#### Progress To Date

#### Status

#### Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition

Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program

The City has completed 4 of the 7 public art projects in the Eora Journey; Recognition in the Public Domain program, originally curated by Hetti Perkins, and now by Eora Journey Curator Emily McDaniel with 'bara', Monument for the Eora by artist Judy Watson completed in 2023.

The appointed multidisciplinary team for Stage two of the Redfern Terrace project have put forward a concept to reimagine the corner terrace of Hugo and Caroline Streets, adjacent to 'The Block', as a site to celebrate, perform and communicate the role of Blak Theatre in Redfern 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, Royal Botanic Gardens and project partners including cultural institutions.

For the Tara/ Dawes Point (Patyegarang) project, detailed consultation with Aboriginal community members has been undertaken with Sydney Aboriginal women generously sharing diverse perspectives on the significance of Patyegarang. These stories belong to local Aboriginal communities, and the City is taking time to listen deeply and ensure we have heard the communities' priorities for this project.

**On Track**

### 8.2 We value our cultural life and champion our creative industries

#### Major Programs

#### Progress To Date

#### Status

#### Enable artists to participate in shaping our city

Deliver the City Art public art program by commissioning temporary and permanent public art works and maintaining, conserving and communicating the City Art Public Art Collection

In Green Square under the guidance of Curator Amanda Sharrad, the Connecting Project 'Here is Here. And Everywhere' by Tobias Rehberger is currently in construction. Delivery of the City's Eora Journey Recognition in the Public domain program continues with Lucy Simpson's artwork for 'Sitelines and Conversations' in development with ongoing community consultation. The successful artist team has been appointed with a concept which sees the Redfern Terrace become a site for the celebration, enjoyment and performance of Black Theatre and its history. The team was appointed following a two stage process including an Open Expression of Interest followed by a Select Tender process.

The City's conservation program is ongoing. A project to conserve the Annette Kellerman Murals in Cook and Philip Park Pool has commenced with procurement of relevant expertise underway. Stabilisation, structural works and minor conservation works are also underway for the Woolloomooloo Murals project.

The City Art element of the corporate website has also been updated.

**On Track**

## Invest in local creation and production

Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy

In the first half of the year, 143 Cultural grants were provided. Support to increase creative participation and enhance creativity through our grants program includes projects supported through the City's Aboriginal and/or Torres Strait Islander Collaboration Fund, Creative grants, Festivals and events sponsorship, Innovation and ideas, Quick response, Street banner sponsorships, and Venue hire support grants. This includes support for Creative Plus Business Group Pty Ltd for a hybrid program in Chippendale to support art professionals through online and in-person experiences that enhance wellbeing, professional viability, and creative sector capacity. Space was provided to cultural organisations through our Accommodation grant program for long term use of the City's spaces which includes Tom Bass Sculpture Studio School in Erskineville and Readymade Works Incorporated in Ultimo.

**On Track**

## Reinforce Sydney as an innovative, creative, global city

Produce an annual program of events and festivals that showcase local stories and talent internationally, champions local cultural production, and actively engages with local communities

The City continues to create opportunities for local creatives and audiences through its programs. NAIDOC in the City celebrated First Nations culture in Sydney Town Hall. Art & About delivered Soft Forest, a children's performance work and Meeras Pavilion presented a celebration of Rohingya culture coordinated by Sydney's Rohingya community. At least one First Nations performer was programmed for each Sydney Christmas concert alongside performers with diverse backgrounds and abilities. Key creatives engaged for Sydney New Year's Eve, including pyrotechnics, soundtrack, animation and lighting are based in Sydney, showcasing local creativity to the world. Sydney Lunar Festival engaged eight local Asian-Australian artists to design street banners.

**On Track**

## Record and share Sydney's stories and history

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

Staff continue to deliver engagement programs to share Sydney's history, heritage and culture with the community. The Barani website has been upgraded to improve functionality for users. Sydney's stories continue to be shared through park signage and bespoke history hoardings in the public domain, as well as the Civic Collection display in the Colonnade at Sydney Town Hall. Public programs included an in-conversation presentation and a tour of Hyde Park.

**On Track**

## Educate, connect with and engage the community

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

A total of 118 cultural programs were delivered, engaging 1,510 participants across eleven City venues, including Pine Street Creative Arts Centre, City libraries, the Makerspace, and community centres. Community feedback was positive: 89.5% of survey respondents reported learning something new, 91% felt inspired to be creative, and 89.5% said they felt welcome and included.

Program highlights included:

International Day of People with Disability events including Accessing My City at the Juanita Nielsen Centre.

Storytellers programs including If Words Could Speak at Darling Square Library, In My Neighbourhood at St Helens Community Centre, and a food and storytelling event at Ultimo Community Centre as part of Diwali and Moon Festival celebrations.

Local history experiences including an exhibition and talks about the City Model and author talks and AI talks at City libraries.

**On Track**

## Support the creative sector

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

Analysis is being undertaken to assess the impacts of the City's operations over the 2024/25 financial year against the strategic data points within the Cultural Strategy, so as to understand the impact of our work and identify unmet demand.

**On Track**

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

As part of an MOU with the NSW Government to monitor and increase the supply of creative space in Greater Sydney, a new network of local government representatives is being established. It will be co-chaired by the Executive Director of Create NSW and the City's Manager of Cultural Strategy.

The City continues to play an active role in the Music Cities Network, an international network focused on music policy at a municipal level, facilitating inter-city collaboration and music sector development. The City's Cultural Strategy Advisor attended a summit of the Music Cities Network in Vilnius Lithuania in June 2025, at no cost to the City.

The City has an ongoing leadership role in the World Cities Culture Forum, an international network focused on cultural policy and advocacy, research, and knowledge exchange. The Executive Manager of Creative City and the City Architect attended the World Cities Culture Summit in Amsterdam in October.

**On Track**

## Invest in local creation and production

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,715.23	3,742.76	-	2,021.2	681.58	-	-	2,702.79	These projects were supported through the City's Aboriginal and Torres Strait Islander Collaboration Fund, Creative, Festivals and events sponsorship, Innovation and ideas, Quick response and Venue hire support and Street banner sponsorship grant programs.	Indicator Only
Cultural grants approved by the City of Sydney to Aboriginal and Torres Strait people, groups and organisations (excluding major events)	\$	-	-	-	76,917	46,700	-	-	123,617	New measure. In the first half of the year, 6 Cultural grants were provided to Aboriginal and Torres Strait Islander individuals, groups and organisations with a year to date value of \$123,617 in cash and value-in-kind. These projects were supported through the City's Aboriginal and Torres Strait collaboration fund, Creative, Festivals and events sponsorship, Quick response and Venue Support grant programs.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	13,254	12,345	-	-	6,910	-	-	6,910	Reported biannually in December and June. Creative personnel have been engaged primarily through a range of Creative Spaces programs, Major Events and Cultural programs.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Enable creative and cultural operators to locate in Sydney</b>		
Deliver programs that support cultural organisations and creative businesses to employ creative workers	A total of 81 creative and cultural organisations were supported in City owned creative spaces, employing 53 full-time, 126 part-time and 217 casual staff, delivering 641 events. Over 2,000 artists or creatives were showcased, exhibited, performed or rehearsed in these spaces. The City's Creative Grants, Innovation and Ideas and festivals and events grants enable cultural organisations to embark on new projects and initiatives to support and employ creative workers. For example, the Sydney Fringe Festival employed over 3,300 independent artists, contributing \$3.2 million to artists and arts workers throughout their 54 days festival program.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Engage diverse cultural workers and connect with diverse audiences</b>		
Deliver cultural programs and events that represent the cultural and social diversity of the community	A diverse range of performers and artists are engaged across all the City's events. Capital Works programs, including Joy the Statue re-launch, Green Square Public School and Loftus Street were programmed to reflect the unique characteristics of the local communities. Sydney Streets events held in Glebe and Potts Point included artists and creatives who live and work in the precincts. All Sydney Christmas events included one, if not more, First Nations artist as well as artists with disability, artists from varied cultural backgrounds and showcased a diverse range of styles, genres and formats.	<b>On Track</b>

### 8.4 Encourage greater diversity in creative workforce and leadership

Provide support to a range of cultural groups that reflect the diversity of our communities	Through various creatives spaces programs, the City supports 5 First Nations creative and cultural organisations as well as 3 organisations representing and advocating for culturally and linguistically diverse communities. Our cultural grants program continues to support projects that reflect engagement with diverse communities in project outcomes. Projects include: Australian South Sea Islanders' Crafting a More Inclusive Democracy project, Jamie James' Breathing Archive chronicling Sydney's radical queer performance history, and Meg Carlsen's Documentary exploring the vibrant life of queer First Nations and ASSI man, Malcolm Cole, narrated by his twin brother Robert Cole. In this period, the City supported development of a disability led cabaret work for Fringe through a Quick response grant.	<b>On Track</b>
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### 8.5 There is an increased supply of accessible creative space

Major Programs	Progress To Date	Status
<b>Encourage investment in new creative space</b>		
Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	Reported annually in June.	<b>Not Yet Due To Report</b>

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

Deliver affordable space to the creative sector in City owned properties	Under the Short Term Empty Properties program, 2 new creative spaces were granted to tenants at 101-111 William Street. Creative spaces were granted to tenants through the Accommodation Grant Program for 5 tenancies at Joynton Avenue Creative Centre. Through the Creative Live Work Program, 2 apartments in Waterloo and Ultimo were granted to tenants.	<b>On Track</b>
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### Enable cultural infrastructure through planning policies

Support, monitor and evaluate 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.	<b>On Track</b>
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### Retain and increase the supply of creative space in City of Sydney properties

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Creative organisations in creative spaces supported by the City of Sydney	No.	72	96	-	79	81	-	-	81	The City provided 41 spaces to 81 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 period. Highlights include the delivery of co-design workshops with young people who are survivors of out of home care by tenant Impact Policy, the Museum of Chinese in Australia delivered 5 events and the annual Jessie Street National Women's Library luncheon featuring Professor Verity Firth OM as keynote speaker.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	3,130.55	2,438.27	-	683.67	595.52	-	-	1,279.19	This includes revenue forgone through the Accommodation grant program to the Tom Bass Sculpture Studio School at 1a Clara Street, Erskineville and Readymade Works Incorporated at 247-257 Bulwara Road, Ultimo.	Indicator Only

## SD09 A transformed and innovative economy

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

### 9.1 An expanding innovation economy supports Sydney's future prosperity

#### Major Programs

#### Progress To Date

#### Status

#### Collaborate to develop and promote sector specialisation and clustering

Work collaboratively with the NSW Government, other agencies and organisations to drive place-based innovation including Tech Central

We are working collaboratively with precinct partners to position the Tech Central area as the driver of place-based innovation in Australia. We meet monthly with Investment NSW and are exploring formalised partnership models with anchor institutes. Our Economic Development Strategy 2025-2035 provides a place-based approach to economic development that supports the Tech Central innovation district. The strategy also includes a Momentum Building Project, "Unlocking Tech Central via Broadway" which specifically targets improving the performance of Tech Central. In September 2025 Investment NSW released the Tech Central Economic Development Strategy which the City contributed to and is identified as a delivery partner for strategic outcome 4 relating to improvements in place. This strategy will build on the NSW Government's Industry Policy and Innovation Blueprint which were also released in 2025.

**On Track**

#### Collaborate to position Sydney as an innovative global city

Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent

The City collaborates with Investment NSW to support broader investment attraction efforts, including on Tech Central as Australia's premier innovation precinct. We also continue to work closely with Business Events (BE) Sydney to support the attraction of domestic and international business events for Sydney for the period 2025-2028.

**On Track**

Foster a culture of entrepreneurship through knowledge sharing, festivals, network building and active promotion of experimentation

The City has supported organisations that foster a culture of entrepreneurship through the Business sector support, Innovation and ideas and Festival & events sponsorship grant programs. This included support for Pride Business Association (NSW) Incorporated to deliver a business fair on Oxford Street exclusively showcasing LGBTQIA+ businesses during Small Business Month and the Indigenous Entrepreneur Network Ltd to deliver the Funding and Investment Readiness Program for Indigenous Businesses. In addition, the City supported for SXSW Sydney to deliver an AI hackathon in Darling Square Library, three networking breakfast events within Tech Central showcases from local tech startups and support for 9 local First Nations businesses to exhibit at the Innovation Expo Startup Village.

**On Track**

#### Support local businesses to transform and adopt new technologies and innovations

Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors

The City's annual Reboot Webinar series is a free, online program for local businesses to develop capacity in innovation, diversification, and adoption of new technologies. To date, five sessions were delivered with over 5,700 registrations. Topics included AI, meta-advertising and social media. In addition, a total of \$329,980 in cash and value-in-kind was provided to 11 projects through the City's Business sector support, Festivals and events sponsorship and Innovation and ideas grant programs. This included support for Regen Sydney Ltd to showcase place-based regeneration by activating Regen Sydney's network to roadmap and implement regenerative projects and foster local green economic transformations and for Curiosity Centre Pty Ltd to deliver an innovation project in the inner-city sharing strategies from Sydney's top startups through toolkits, case studies, and live sessions to empower emerging founders and build scalable companies.

**On Track**

**Support local businesses to transform and adopt new technologies and innovations**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic grants approved by the City of Sydney	\$ '000	1,372.97	1,274.22	-	1,751.55	518.99	-	-	2,270.53	In the first half of the year, \$2,270,531 in cash and value-in-kind has been provided to 44 projects through the Aboriginal and Torres Strait Islander collaboration fund, Business sector support, Festival and events sponsorship, Innovation and ideas, Haymarket activation and Dixon Street improvement grant programs.	Indicator Only

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

Major Programs	Progress To Date	Status
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**Encourage and promote innovation and commercialisation of research**

Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	In the first half of the year, the City has provided a total of \$1,418,298 in rent abatement to Greenhouse through the Accommodation grant program to operate a climate tech focused innovation hub situated at Circular Quay. During this period, Greenhouse have hosted over 100 events for green and climate tech startups including the launch of the Catalysing Climate Capital Report, the Local Government Net Zero and Resilient Communities Summit, an event for the Green Building Council of Australia, the Blended Finance Roundtable, Crunching the Climate Capital Stack and the Better Data Centres Forum.	<b>On Track</b>
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**Promote and support development of local net zero and circular economies**

Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	<p>Our Economic Development Strategy 2025-2035 prioritises the transition to a green and circular economy to support Sydney becoming a regional hub for sustainable finance.</p> <p>Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of sustainability-focused tech companies and provides a platform to attract more sustainable finance to Sydney. Its services for sustainability-focused start-ups include building business skills, connecting start-ups to investors and venture capital, and hosting major events including the 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 to position Sydney as a sustainable finance hub. As part of grant delivery, Greenhouse launched their research report "Catalysing climate capital" on 14 August 2025. They also hosted an event showcasing the climate capital stack in November 2025. The report will inform a capability building and financial instrument piloting program that Greenhouse will deliver in year 2 and 3 of the 3-year grant.</p> <p>We also supported the 2025 Australian Sustainable Finance Summit through a business sector support grant. The summit was held on 30 July 2025 and brought together industry and government leaders to advance the state of sustainable finance in Australia.</p> <p>We continue to explore opportunities for collaboration on sustainable finance with the NSW government.</p>	<b>On Track</b>
Facilitate the growth of net zero or circular economy markets to provide greater business opportunities and reduce costs	The City of Sydney supported Greenhouse Climate Tech Hub at Circular Quay is operating and fostering the growth of Sydney's net zero and circular economy startups. Its services for sustainability-focused startups include building business skills, connecting startups to investors and venture capital, and hosting major events. Recently, the City of Sydney released its online "introduction to the circular economy" training program for SME's in September 2025. The course aims to improve SMEs' understanding of circular economy principles and provide practical, general advice on how these principles can be incorporated into business operations. The course includes helpful tools, checklists, video tutorials and local case studies (e.g. Butter in Surry Hills and ReLove in Alexandria) along with a workbook to reflect, take notes and begin shaping up a circular action plan.	<b>On Track</b>

Build the capacity of local business to adapt their operations and benefit from the transition to a net zero and circular economy future

In September 2025, the City launched the Introduction to the circular economy online training program for local businesses. The program includes practical and actionable resources to support small businesses from key industry sectors to transition to a net zero and circular economy future. To date, 3815 people have accessed the online course. To support further engagement, during October and November 2025 the City hosted 3 sector-specific live online sessions, which were attended by 50 businesses. The sessions included presentations from local retail, hospitality and professional services organisations, showcasing examples of best-practice approaches to circularity in the City of Sydney LGA.

**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. The 2025 Housing Audit, Residential Monitor, Commercial Monitor, Visitor Accommodation Monitor and associated spatial data have all been updated on the City's website and datahub.	<b>On Track</b>
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**Support Indigenous enterprises, social enterprises and for-purpose businesses**

Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities	The City is undertaking a range of projects and reforms to improve our understanding of and ability to support Aboriginal and Torres Strait Islander businesses. This includes in-depth quantitative research that seeks to provide a detailed account of the number of Aboriginal and Torres Strait Islander businesses based or operating in the City of Sydney. This will provide an invaluable baseline and will be supported in time by qualitative analysis and broader engagement. To support coordination across the City of Sydney on projects and initiatives that relate to Aboriginal and Torres Strait Islander enterprises a dedicated coordination group has been established that meets regularly.	<b>On Track</b>
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**Collect, analyse and share data**

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Turnover of the core night-time economy (food, drink & entertainment businesses)	\$Bln	6.14	-	-	-	-	-	-	-	Reported annually in June. Data for the financial year 2024/25 is not available at the time of publication.	Indicator Only

**9.4 Creativity and great experiences fuel the vitality of the city**

**Major Programs Progress To Date Status**

**Encourage activation of places and precincts**

Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	To date the City has provided \$1,691,755 in cash and value-in-kind support to 26 projects that strengthen business collaboration and deliver creative programming in local precincts. Funding was provided through the Business sector support, Festivals and events sponsorship, and Haymarket activation and Dixon Street improvement grant programs. This included support for the Chinatown Comedy Club to promote local artists and the nighttime economy, and for the Hollywood Quarter Incorporated to drive business collaboration and marketing. The City delivered three Sydney Street events in Potts Point, Glebe and Surry Hills, with more than 70 local businesses and community organisations participating. A total of 33 businesses and organisations completed the post-event survey, with 82% agreeing or strongly agreeing that the events were well produced and presented and 82% agreeing or strongly agreeing that the	<b>On Track</b>
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events helped them feel more connected to the community. Across the three events, 235 attendees were surveyed, with 96.5% rating their overall experience as good or excellent.

**Advocate to support nightlife and entertainment**

Monitor planning and regulatory frameworks and engage with the NSW Government to support nightlife and entertainment

The City continues to monitor planning legislation and regulatory frameworks that support a vibrant and diverse nightlife. This includes providing feedback and advice to the NSW Government on regulatory barriers affecting the night-time economy, the impacts of the vibrancy reforms, and issues related to event noise complaints. The City is a member of the NSW Government's 24-Hour Economy Advisory Panel and participates in the NSW Office of the 24-Hour Economy Commissioner's Community of Practice Working Groups providing advice and guidance on developing and promoting a safe, connected and equitable 24-hour city.

**On Track**

**Support and promote the experience economy**

Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy and economy

Events supported by the City included Sydney Craft Week in over 60 venues across Sydney, Sydney Contemporary at Carriageworks and Head On Photo Festival. These combined events presented a fine array of local, national and international performance, photography, craftspeople and visual arts and attracted 1000s of audiences to venues and precincts across the city.

**On Track**

Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education

The City continues to work 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. Work is underway to lead a more coordinated approach to our internal resourcing through external partnerships, knowledge sharing and data insights, particularly with DNSW, the Sydney Visitor Collective (coordinated via the NSW Tourism Association) and O24HEC.

**On Track**

In the September quarter 2025, there were 16.1 million domestic visitors to Sydney. Domestic overnight visitors stayed a total of 8.0 million nights. Data collection methodology has changed making it difficult to compare domestic figures beyond the last quarter.

For year ending September 2025, there were 3.7 million international travellers – an increase in 8.1% compared to the previous year. The number of nights spent in Sydney also increased 5.6% and expenditure was up 19.4% (year on year) to \$12.8 billion.

The City continues to deliver visitor services including the Destination Ambassador volunteer program and the Roaming Ambassador program at Circular Quay, Overseas Passenger Terminal and White Bay Cruise Terminal. The City is also working closely with the NSW Government new visitor centre, known as 'Culture Station', at Circular Quay. The centre compliments the City's visitor services and helps visitors to navigate and explore Sydney's cultural attractions and uncover the city's best tours, exhibitions, and events.

The City continues to support the International Student Welcome Desk and volunteering programs at Sydney Airport, coordinated by Study NSW. During the last quarter, over 3,700 international students have been welcomed at Sydney Airport through the International Student Volunteering Program, which the City supports through a grant, with nearly 400 volunteer shifts and more than 1,100 hours contributed, reflecting the sector's commitment to a positive arrival experience. In NSW, the main source countries of international students are China, Nepal, India, Bangladesh, and Vietnam.

Develop and deliver tourist information services to meet visitor requirements

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

**On Track**

More familiarisation tours of new experiences and facilities and improved information sharing are enhancing ambassador knowledge and effectiveness.

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

The City continues to deliver programs that welcome international students, support their wellbeing, and enhance their employment outcomes. To support social connection and wellbeing, in November, the City hosted 'Christmas in the City: an International Student Festive Walk'. 53 international students attended or volunteered at the event, with 100% of attendees reporting the event made them feel more included in the Sydney community and 90% of attendees made a new connection. Also in November, the City received the NSW International Education Industry Excellence Award for the Lord Mayor's Welcome for International Students. The City's annual event fosters inclusion and focuses on cultural connection and celebration. The event brings together Sydney's vibrant multicultural community and supports students to set themselves up for success with access to support services and student integration. It is delivered in partnership with Study NSW and major educational institutions including University of Sydney, University of Technology Sydney, University of NSW and TAFE NSW. The City continues to deliver the International Student Leadership and Ambassador (ISLA) Program, which empowers students to engage in civic life and promotes Sydney as a leading global study destination.

**On Track**

Support and promote the experience economy											
Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Economic impact of business events and conferences secured	\$M	47.9	100.38	-	17.96	5.3	-	-	23.26	To date, Business Events Sydney have secured a total of 10 events with an estimated 20,320 delegate days and \$23,269,223 in direct expenditure. Whilst there were strong outcomes in Q1, events secured were less in Q2 which is generally a slower period due to the holiday season.	Indicator Only
Grants approved by the City of Sydney for major events and festivals	\$ '000	6,540.38	6,445.04	-	700	4,268.62	-	-	4,968.62	To date, 7 grants were provided for a total of \$4,968,624 in cash and value in kind through the City's Festivals and events sponsorship grant program.	Indicator Only
Domestic visitors – average number of nights stayed in City of Sydney local area	No.	2.69	2.37	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International visitors - average number of nights stayed in City of Sydney local area	No.	13.99	14.28	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International visitors – staying overnight in the City of Sydney local area	No	2,043,269	2,335,972	-	-	-	-	-	-	Reported biannually in December and June. Data for this period is not available at the time of publication. Data for previous report period is now available and has been included.	Indicator Only
International students studying in the local area	No.	214,643	231,796	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Sydney's position on the Global Destination Sustainability Index	No.	29	10	-	-	25	-	-	25	Reported annually in December. See <a href="https://www.gds.earth/index/top-40-cities/">https://www.gds.earth/index/top-40-cities/</a>	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Promote economic activity and distinct and diverse local places</b>		
Support the implementation of the Oxford Street LGBTQIA+ Place Strategy	Launched in June 2023, the Oxford Street Pride Charter promotes inclusivity and celebrates Oxford Street's unique LGBTQIA+ history. Developed with input from local businesses and the LGBTQIA+ community, the Charter now has 68 members. Free online diversity and inclusion training, developed by the City, has been completed by 251 individuals across 39 organisations. A specialised security training module was introduced in June 2024, with 66 staff from 19 businesses completing it. 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. The City approved \$35,000 in funding to the Rainbow Precinct who have now assumed ownership of the Charter and continue its promotion and implementation.	<b>On Track</b>
Support the implementation of the Haymarket and Chinatown Place Strategy	In July 2025, the City hosted a Haymarket information session attended by 45 local business owners and community members. At the session City staff provided an update on the Dixon Street public domain upgrade works and community representatives and local businesses shared their positive experiences of applying for and receiving funding through the City's dedicated Haymarket grant programs. In August 2025, the public domain upgrade of Dixon Street commenced. To support local businesses during the works the City produced and distributed "Support Local" for display in shopfronts, and a photo campaign featuring local businesses was launched on QMS advertising boards in the area. During this period the City published an Instagram reel highlighting the history of Dixon Street and the new features of the transformation currently underway.	<b>On Track</b>
Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining 69	To date, 6 new on-street dining locations have been installed. During this period Council approved for exhibition the draft Outdoor dining guidelines which include provision for the City to work with eligible businesses to extend the footpath and make the outdoor dining space directly outside their premises available long-term to be placed on public exhibition. The City is continuing to investigate those locations where footpaths could be permanently extended into road space to support outdoor dining.	<b>On Track</b>
Support place-based approaches to promote the growth of thriving local places and economies	The City has supported projects that promote vibrant, safe and sustainable precincts through the Business sector support, Innovation and ideas, Festivals and events sponsorship, Haymarket activation and Dixon Street improvement grant programs. This included funding for Night Time Industries Association to deliver 'Night Pulse', a data-driven initiative to survey consumers about night-time economy offerings in the City of Sydney LGA, for Rainbow Precinct Inc. to deliver marketing initiatives, local activations, and events celebrating LGBTQIA+ history and culture and for Organic Food Markets to deliver weekly day and night markets in Taylor Square with funding directed to employing diverse musicians and artists.	<b>On Track</b>
<b>Diversify our economy</b>		
Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	The City continues to work with the NSW Office of the 24-Hour Commissioner on a range of initiatives that promote and support a diverse, vibrant and inclusive nightlife. These include the Uptown District Accelerator Program, 24-hour Economy Strategy and the Purple Flag Accreditation Scheme. Four precincts within the City of Sydney local area have submitted their Purple Flag application to the NSW Office of the 24-Hour Commissioner and are currently undergoing assessment.	<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 people who need it. High-quality housing is available for everyone

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs		
Major Programs	Progress To Date	Status
<b>Work with others to improve systems to reduce homelessness</b>		
Advocate for innovative responses, and build the capacity of 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 and minuting the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART), Non-Resident Case Coordination Group, Local Government Homelessness Communities of Practice and Sydney Zero Leadership Team</li> <li>– presenting on impacts of climate change on people sleeping rough at NSW State Health Community of Practice and the Hobart Homelessness Council.</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 2 activations of the Cooling Hub with St Vincent’s Health</li> <li>– participation in the Sydney Zero Action Group (SZAG) and advocacy with Homes NSW on current barriers to access of temporary accommodation and women’s housing</li> <li>– presented at the Australasian Housing and Health Research Conference</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 7,213 people since March 2019, and 480 people have been housed since March 2017.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>– 59 people assisted to exit homelessness and 62 people prevented from entering homelessness as a result of City funded programs</li> <li>– 95 outcomes at the Woolloomooloo Integrated Support Hub (WISH) for people experiencing or at risk of homelessness</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>– continued to attend and support Health Coordination Meetings to improve coordination and delivery of health services to people and areas of need.</li> </ul>	<b>On Track</b>
<b>Monitor trends in inner city homelessness and services</b>		
Monitor patterns of homelessness, and services available for people sleeping rough to identify gaps and trends	<p>346 people were counted sleeping rough across the local government 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>

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### Work with others to improve systems to reduce homelessness

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	211	230	-	39	20	-	-	59	This is an 18% decrease from the same period last year (50), reflective of increased complexity of presentations, limited housing stock and no pathways to alternate housing	Indicator Only
People prevented from becoming homeless through the City of Sydney supported brokerage program	No.	174	170	-	30	32	-	-	62	This is a 25% decrease from 2024 Q2 (40). There is no current evidence as to why numbers have reduced	Indicator Only

### Monitor trends in inner city homelessness and services

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People sleeping rough in the City of Sydney local area on the night of the annual street count	No.	280	346	-	-	-	-	-	-	Reported annually in June.	Indicator Only
People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No.	392	380	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
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### Support initiatives for safe neighbourhoods

Provide and support community capacity building initiatives in social housing neighbourhoods	The City works with social residents and stakeholders through the Waterloo Human Services Collaborative and the Waterloo Wellbeing Safety Action Group to address community priorities including mental health, safety, waste education and social inclusion. The City hosted Northcott Pet Day on 6 September in partnership with local animal welfare and community organisations, attracting over 400 residents and providing free pet health checks to companion animals. In September, the City hosted a Waterloo Heatwave Preparedness event with local services as part of EmergencyRedi Week 2025. Over 100 people attended the event where they could access emergency preparedness resources, talks and video screenings, heat preparedness kits and workshops. In Glebe, a heat preparedness workshop was delivered by Red Cross, coordinated by the Forest Lodge and Glebe Groups, supported by the City. The City produces a bi-monthly newsletter for social housing residents distributed to 260 subscribers for local news, community safety information and tenancy updates.	On Track
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### Collaborate with partner agencies to support social housing residents

Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	The City participates in five bi-monthly Homes NSW neighbourhood advisory boards with residents and stakeholders to identify and respond to local issues on social housing estates in Redfern, Waterloo, Surry Hills, Woolloomooloo and Glebe. The City convenes a monthly Social Housing Operations Group with Homes NSW to improve public health, safety and amenity. Issues addressed include waste and rodent management, maintenance, security and ongoing systemic challenges, with 8 issues remaining on the log for further resolution. To date 45% of issues have been closed and 8 issues remain on the action log. In October, the City collaborated with Homes NSW and Sydney Local Health District to deliver the Redlink Health and Wellbeing Day which provided residents with access to local health	On Track
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resources, advice and programs. The City supports Clean Up Australia through a Community services grant to deliver monthly activities with social housing residents in Redfern and Waterloo to enhance neighbourhood health and safety.

### Support people during urban renewal projects

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

Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	The City consistently advocates that the renewal of the housing estates are well planned and deliver improved social housing outcomes. The is engaging with the NSW Government on planning for Waterloo Estate South.	<b>On Track</b>
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### Advocate to increase supply, mix and quality of social and affordable housing

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social housing dwellings in the City of Sydney local area	No	9,538	9,540	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
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### Encourage others to supply affordable rental and diverse housing

Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others	The NSW Department of Planning, Housing and Infrastructure released the draft region plan in December 2025. In response to the Lord Mayor's Minute from 15 December 2025 a discussion paper is being prepared to seek feedback on ideas and proposed changes to the LSPS and Housing Strategy, for Council's consideration.	<b>On Track</b>
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Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council for elders housing. A grant has also been approved for the Property Industry Foundation to work collaboratively with the private sector and homelessness and housing service providers to deliver meanwhile use housing. The City is engaging with the Aboriginal Housing Office, Homes NSW and Housing Australia on maximising collaboration in the area. City West Housing completed a new affordable housing complex using affordable housing contributions from the City of Sydney in August 2025. The state and federal governments also contributed to the development.	<b>On Track</b>
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### Facilitate supply of affordable rental housing through planning controls

Facilitate affordable rental housing through the planning system	In December 2024, Council approved a draft amendment to the City's affordable housing provisions in its LEPs and the affordable housing program for public exhibition in 2025. The proposed amendment increases contribution rates and makes changes to how the contribution requirement can be satisfied. The proposed amendment has been publicly exhibited and submissions are being considered with a post-exhibition report to be prepared for Council and the Central Sydney Planning Committee in 2026.	<b>On Track</b>
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### Facilitate supply of affordable rental housing through planning controls

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental and / or diverse housing dwellings in the City of Sydney local area	No.	1,447	1,390	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

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

Monitor the quantity of private residential and non-private residential development in the city by development phase	As at 31 December 2025 there were: <ul style="list-style-type: none"> <li>- 11,611 private residential dwellings approved or under construction in the city</li> <li>- 3,310 non-private residential dwellings approved or under construction in the city</li> <li>- 2,980 private residential dwellings lodged but not yet approved in the city</li> <li>- 668 non-private residential dwellings lodged but not yet approved in the city</li> </ul> For the December quarter (Q2) there were: <ul style="list-style-type: none"> <li>- 265 private dwellings completed</li> <li>- 0 non-private dwellings completed</li> </ul>	On Track
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#### Facilitate supply of a diverse range of housing

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	1,349.59	1,400	-	7,470	0	-	-	7,470	7 grants have been provided year to date to support homelessness services in the Inner City area and the development of affordable and diverse housing. This includes Aboriginal Corporation for Homeless Rehabilitation Community, Innari, Launchpad Youth Community, Neami, Metropolitan Local Aboriginal Land Council, Bridge Housing Ltd and Property Industry Foundation.	Indicator Only
New dwellings approved in the City of Sydney local area	No.	893	3,385	-	260	145	-	-	405		Indicator Only
Private (self contained) dwellings in the City of Sydney local area. Target of 156,000 by 2036. Baseline 121,725 June 2021	No.	124,010	125,720	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036. Baseline 15,127 June 2021	No.	16,366	17,146	-	-	-	-	-	-	Reported annually in June.	Indicator Only

Key Performance Indicator	Unit	2023/24	2024/25	2025/26	2025/26 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 8.0%	%	7.69	7.59	-	-	-	-	-	-	Reported annually in June.	Indicator Only
Private (self contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036 from June 2021 baseline of 1.1%	%	1.17	1.11	-	-	-	-	-	-	Reported annually in June.	Indicator Only

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

Major Programs	Progress To Date	Status
<b>Support delivery of improved housing for Aboriginal and Torres Strait Islander communities</b>		
Explore opportunities to support community housing providers and NSW government to deliver more culturally appropriate social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	In September 2025, Council approved a grant to the Metropolitan Local Aboriginal Land Council to support development of housing for their members.	<b>On Track</b>
Support Aboriginal and Torres Strait Islander housing providers to deliver self-determined housing outcomes	Following the approval of the \$3m grant to the Metropolitan Local Aboriginal Land Council by Council in September 2025, the City has continued working with the recipient to secure the remainder of the funding required to complete the project.	<b>On Track</b>

## Glossary

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

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

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

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

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

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

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

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

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

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

**DA** – development application for land use.

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

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

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

**EEO** – equal employment opportunity.

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

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

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

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

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

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

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

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

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

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

**LGA** – local government area.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Appendix 1: Status definitions for progress reports

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

### Programs and projects:

	On track	Watch	Attention required
<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”.