

ORDINARY COUNCIL MEETING

ATTACHMENTS BOOKLET

Under Separate Cover

Tuesday, 17 February 2026

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Code of Meeting Practice

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Code of Meeting Practice

1. Introduction

The City of Canada Bay (**Council**) Code of Meeting Practice is prescribed under section 360 of the *Local Government Act 1993 (the Act)* and the *Local Government (General) Regulation 2021 (the Regulation)*.

This Code of Meeting Practice (**the Code**) is based on The Model Code of Meeting Practice for Local Councils in NSW, August 2025 (**Model Meeting Code**) and applies to all meetings of Councils and Committees of Council of which all the members are Councillors (Committees of Council). Council Committees whose members include persons other than Councillors may adopt their own rules for meetings unless Council determines otherwise.

This Code as adopted by Council, incorporates the mandatory provisions of the Model Meeting Code and other non-mandatory provisions of the Model Meeting Code and other supplementary provisions. It is noted that this Code does not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

2. Meeting Principles

2.1 Council and Committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that Councillors and staff act ethically and make decisions in the interests of the whole community.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.

3. Before the Meeting

Timing of ordinary Council meetings

- 3.1 Council meets at 6.00pm on the third Tuesday of the month with the exception of January, when no ordinary meeting is scheduled to be held and December, when the ordinary meeting is scheduled to be held on the first Tuesday of the month.

In addition, Council will also meet at 6.00pm on the first Tuesday of the months February to November if the General Manager determines, following consultation with the Mayor, that there is sufficient business to warrant two meetings in any one month.

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Extraordinary meetings

- 3.2 If the Mayor receives a request in writing, signed by at least two (2) Councillors, the Mayor must call an extraordinary meeting of Council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The Mayor can be one of the two Councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

- 3.3 The Mayor may call an extraordinary meeting without the need to obtain the signature of two (2) Councillors.

Notice to the public of Council meetings

- 3.4 Council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of Committees of Council.

Note: Clause 3.4 reflects section 9(1) of the Act.

- 3.5 For the purposes of clause 3.4, notice of a meeting Council and of a Committee of Council must be published before the meeting takes place. The notice must be published on Council's website, and in such other manner that Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to Councillors of ordinary Council meetings

- 3.7 The General Manager must send to each Councillor, at least three (3) days before each meeting of Council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to Councillors in electronic form, unless Council determines otherwise, but only if all Councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to Councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to Councillors of an extraordinary meeting of Council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at Council meetings

- 3.10 A Councillor may give notice of any business they wish to be considered by Council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted no later than 12 noon seven (7) days before the meeting is to be held.
- 3.11 A Councillor may, in writing to the General Manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

- 3.12 A Councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the General Manager about the performance or operations of Council.
- 3.13 A Councillor is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.
- 3.14 The General Manager or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of Council.

Agenda and business papers for ordinary meetings

- 3.15 The General Manager must cause the agenda for a meeting of Council or a Committee of Council to be prepared as soon as practicable before the meeting.
- 3.16 The General Manager must ensure that the agenda for an ordinary meeting of Council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings Council, and
 - (b) if the Mayor is the Chairperson – any matter or topic that the Chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of staff reports and reports of Committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under clause 3.10.
- 3.17 Nothing in clause 3.16 limits the powers of the Mayor to put a mayoral minute to a meeting without notice under clause 9.7.
- 3.18 The General Manager must not include in the agenda for a meeting of Council any business of which due notice has been given if, in the opinion of the General Manager, the

business is, or the implementation of the business would be, unlawful. The General Manager must report, without giving details of the item of business, any such exclusion to the next meeting of Council.

- 3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the General Manager, is likely to take place when the meeting is closed to the public, the General Manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.19 reflects section 9(2A)(a) of the Act.

- 3.20 The General Manager must ensure that the details of any item of business which, in the opinion of the General Manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a Councillor or by any other person to another person who is not authorised to have that information.

Availability of the agenda and business papers to the public

- 3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of Council and Committees of Council, are to be published on Council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of Council, at the relevant meeting and at such other venues determined by Council.

Note: Clause 3.21 reflects section 9(2) and (4) of the Act.

- 3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.22 reflects section 9(2A)(b) of the Act.

- 3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on Council's website and made available to the public at a time that is as close as possible to the time they are available to Councillors.

Note: Clause 3.23 reflects section 9(3) of the Act.

- 3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless Council determines otherwise.

Note: Clause 3.24 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

- 3.25 Council must ensure that the agenda for an extraordinary meeting of Council deals only with the matters stated in the notice of the meeting.
- 3.26 Nothing in clause 3.25 limits the powers of the Mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.

- 3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of Council at which all Councillors are present, even though due notice has not been given of the business, if Council resolves to deal with the business on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting of Council. A resolution adopted under this clause must state the reasons for the urgency.
- 3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this Code, only the mover of a motion moved under clause 3.27, and the Chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 3.29 If all Councillors are not present at the extraordinary meeting, Council may only deal with business at the meeting that Councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the Chairperson also rules that the business is urgent and requires a decision by Council before the next scheduled ordinary meeting.
- 3.30 A motion of dissent cannot be moved against a ruling of the Chairperson under clause 3.29 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

- 3.31 Briefing sessions must not be held to brief Councillors on business listed on the agenda for meetings of Council or Committees of Council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of Council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of Council.

- 3.32 Nothing in clause 3.31 prevents a Councillor from requesting information from the General Manager about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4. Public Forums

- 4.1 Council may hold a public forum prior to meetings of Council and Committees of Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other Committees of Council.
- 4.2 Council may determine the rules under which public forums are to be conducted and when they are to be held.
- 4.3 The provisions of this Code requiring the livestreaming of meetings also apply to public forums.

5. Coming Together

Attendance by Councillors at meetings

- 5.1 All Councillors must make reasonable efforts to attend meetings of Council and of Committees of Council of which they are members.

Note: A Councillor may not attend a meeting as a Councillor (other than the first meeting of Council after the Councillor is elected or a meeting at which the Councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

- 5.2 Council may determine standards of dress for Councillors when attending meetings.
- 5.3 A Councillor cannot participate in a meeting of Council or of a Committee of Council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this Code.
- 5.4 Where a Councillor is unable to attend one or more meetings of Council or Committees of Council, the Councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that Council grant them a leave of absence from the relevant meetings.
- 5.5 Council must not act unreasonably when considering whether to grant a Councillor's request for a leave of absence.
- 5.6 Where a Councillor makes an apology under clause 5.4, Council must determine by resolution whether to grant the Councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If Council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.
- 5.7 A Councillor's civic office will become vacant if the Councillor is absent from three (3) consecutive ordinary meetings of Council without prior leave of Council, or leave granted by Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.7 reflects section 234(1)(d) of the Act.

The quorum for a meeting

- 5.8 The quorum for a meeting of Council is a majority of the Councillors of the Council who hold office at that time and are not suspended from office.

Note: Clause 5.8 reflects section 368(1) of the Act.

- 5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of Council.

Note: Clause 5.9 reflects section 368(2) of the Act.

- 5.10 A meeting of Council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or

- (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the Chairperson, or
 - (b) in the Chairperson's absence, by the majority of the Councillors present, or
 - (c) failing that, by the General Manager.
- 5.12 The General Manager must record in Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of Council, together with the names of the Councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of Councillors, Council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the Mayor may, in consultation with the General Manager and, as far as is practicable, with each Councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on Council's website and in such other manner that Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of Council or at an extraordinary meeting called by the Mayor under clause 3.3.

Meetings held by audio-visual link

- 5.15 A meeting of Council or a Committee of Council may be held by audio-visual link where the Mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The Mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of Councillors and staff at risk. The Mayor must make a determination under this clause in consultation with the General Manager and, as far as is practicable, with each Councillor.
- 5.16 Where the Mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the general manager must:
- (a) give written notice to all Councillors that the meeting is to be held by audio-visual link, and
 - (b) take all reasonable steps to ensure that all Councillors can participate in the meeting by audio-visual link, and
 - (c) cause a notice to be published on Council's website and in such other manner the General Manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.17 This Code applies to a meeting held by audio-visual link under clause 5.15 in the same way it would if the meeting was held in person.

Note: Where Council holds a meeting by audio-visual link under clause 5.15, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by Councillors at meetings by audio-visual link

- 5.18 Councillors may attend and participate in meetings of Council and Committees of Council by audio-visual link with the approval of Council or the relevant Committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.
- 5.19 Clause 5.18 does not apply to meetings at which a mayoral election is to be held.
- 5.20 A request by a Councillor for approval to attend a meeting by audio-visual link must be made in writing to the General Manager prior to the meeting in question and must provide reasons why the Councillor will be prevented from attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a Councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 Council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a Councillor to attend a meeting by audio-visual link.
- 5.23 A Councillor who has requested approval to attend a meeting of Council or a Committee of the Council by audio-visual link may participate in the meeting by audio-visual link until the Council or Committee determines whether to approve their request and is to be taken as present at the meeting. The Councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.24 A decision whether to approve a request by a Councillor to attend a meeting of Council or a Committee of Council by audio-visual link must be made by a resolution of Council or the Committee concerned. The resolution must state the meetings the resolution applies to.
- 5.25 If Council or the Committee refuses a Councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.26 A decision whether to approve a Councillor's request to attend a meeting by audio-visual link is at Council's or the relevant Committee's discretion. Council and Committees of Council must act reasonably when considering requests by Councillors to attend meetings by audio-visual link.
- 5.27 Council and Committees of Council may refuse a Councillor's request to attend a meeting by audio-visual link where Council or Committee is satisfied that the Councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this Code on one or more previous occasions they have attended a meeting of Council or a Committee of Council by audio-visual link.
- 5.28 This Code applies to a Councillor attending a meeting by audio-visual link in the same way it would if the Councillor was attending the meeting in person. Where a Councillor is

permitted to attend a meeting by audio-visual link under this Code, they are to be taken as attending the meeting in person for the purposes of the Code and will have the same voting rights as if they were attending the meeting in person.

- 5.29 A Councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The Councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this Code.
- 5.30 A Councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring Council or the Committee into disrepute.

Entitlement of the public to attend Council meetings

- 5.31 Everyone is entitled to attend a meeting of Council and Committees of Council. Council must ensure that all meetings of Council and Committees of Council are open to the public.

Note: Clause 5.31 reflects section 10(1) of the Act.

- 5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.33 A person (whether a Councillor or another person) is not entitled to be present at a meeting of Council or a Committee of Council if expelled from the meeting:
- (a) by a resolution of the meeting, or
 - (b) by the person presiding at the meeting if Council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.33 reflects section 10(2) of the Act.

- 5.34 On the adoption of this Code and at the commencement of each Council term, Council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Livestreaming of meetings

- 5.35 Each meeting of Council or a Committee of Council is to be recorded by means of an audio-visual device.
- 5.36 At the start of each meeting of Council or a Committee of Council, the Chairperson must inform the persons attending the meeting that:
- (a) the meeting is being recorded and made publicly available on Council's website, and
 - (b) persons attending the meeting should refrain from making any defamatory statements.
- 5.37 The recording of a meeting is to be made publicly available on Council's website at the same time as the meeting is taking place.
- 5.38 The recording of a meeting is to be made publicly available on Council's website for at least 12 months after the meeting or for the balance of Council's term, whichever is the longer period.

5.39 Clauses 5.35 - 5.38 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.35 – 5.39 reflect section 236 of the Regulation.

5.40 Recordings of meetings may be disposed of in accordance with the *State Records Act* 1998.

Attendance of the General Manager and other staff at meetings

5.41 The General Manager is entitled to attend, but not to vote at, a meeting of Council or a meeting of a Committee of Council of which all of the members are Councillors.

Note: Clause 5.41 reflects section 376(1) of the Act.

5.42 The General Manager is entitled to attend a meeting of any other Committee of Council and may, if a member of the Committee, exercise a vote.

Note: Clause 5.42 reflects section 376(2) of the Act.

5.43 The General Manager may be excluded from a meeting of Council or a Committee while Council or the Committee deals with a matter relating to the standard of performance of the General Manager or the terms of employment of the General Manager.

Note: Clause 5.43 reflects section 376(3) of the Act.

5.44 The attendance of other Council staff at a meeting, (other than as members of the public) shall be determined by the General Manager in consultation with the Mayor.

6. The Chairperson

The Chairperson at meetings

6.1 The Mayor, or at the request of or in the absence of the Mayor, the Deputy Mayor (if any) presides at meetings of Council.

Note: Clause 6.1 reflects section 369(1) of the Act.

6.2 If the Mayor and the Deputy Mayor (if any) are absent, a Councillor elected to chair the meeting by the Councillors present presides at a meeting of Council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the Chairperson in the absence of the Mayor and Deputy Mayor

6.3 If no Chairperson is present at a meeting of Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a Chairperson to preside at the meeting.

6.4 The election of a Chairperson must be conducted:

(a) by the General Manager or, in their absence, an employee of Council designated by the General Manager to conduct the election, or

(b) by the person who called the meeting or a person acting on their behalf if neither the General Manager nor a designated employee is present at the meeting, or if there is no General Manager or designated employee.

- 6.5 If, at an election of a Chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the Chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the Chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the Chairperson rises or speaks during a meeting of Council:
- (a) any Councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
 - (b) every Councillor present must be silent to enable the Chairperson to be heard without interruption.

7. Modes of Address

- 7.1 Where physically able to, Councillors and staff should stand when the Mayor enters the Chamber and when addressing the meeting.
- 7.2 If the Chairperson is the Mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.
- 7.3 If the Chairperson is the Deputy Mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.
- 7.4 Where the Chairperson is not the Mayor or Deputy Mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.
- 7.5 A Councillor is to be addressed as 'Councillor [surname]'.
- 7.6 A Council Officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

8. Order of Business for Ordinary Council Meetings

- 8.1 At a meeting of Council, the general order of business is as fixed by resolution of the Council and shall be as follows:
1. Acknowledgement of country
 2. Apologies and applications for a leave of absence by Councillors
 3. Confirmation of minutes

4. Disclosure of interests
 5. Mayoral minute(s)
 6. Items resolved by exception
 - 7 to 11. Reports to Council
 12. Notices of motions
 13. Notices of motion of rescission
 14. Matters of urgency
 15. Questions with notice
 16. Confidential matters
 17. Confidential resolutions
- 8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- Note: Part 13 allows Council to deal with items of business by exception.**
- 8.3 Despite any other provision of this Code, only the mover of a motion referred to in clause 8.2 and the Chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9. Consideration of Business at Council Meetings

Business that can be dealt with at a Council meeting

- 9.1 Council must not consider business at a meeting of Council:
- (a) unless a Councillor has given notice of the business, as required by clause 3.10, and
 - (b) unless notice of the business has been sent to the Councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before Council, or
 - (b) is the election of a Chairperson to preside at the meeting, or
 - (c) is a matter or topic put to the meeting by way of a mayoral minute, or
 - (d) is a motion for the adoption of recommendations of a Committee of Council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of Council at which all Councillors are present even though due notice has not been given of the business to Councillors, if Council resolves to deal with the business on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

- 9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this Code, only the mover of a motion referred to in clause 9.3 and the Chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 9.5 If all Councillors are not present at a meeting, Council may only deal with business at the meeting that Councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the Chairperson also rules that the business is urgent and requires a decision by Council before the next scheduled ordinary meeting.
- 9.6 A motion of dissent cannot be moved against a ruling by the Chairperson under clause 9.5.

Mayoral minutes

- 9.7 The Mayor may, by minute signed by the Mayor, put to the meeting without notice any matter or topic that the Mayor determines should be considered at the meeting.
- 9.8 A mayoral minute, when put to a meeting, takes precedence over all business on Council's agenda for the meeting. The Mayor may move the adoption of a mayoral minute without the motion being seconded.
- 9.9 A recommendation made in a mayoral minute put by the Mayor is, so far as it is adopted by Council, a resolution of Council.

Staff reports

- 9.10 A recommendation made in a staff report is, so far as it is adopted by Council, a resolution of Council.

Reports of Committees of Council

- 9.11 The recommendations of a Committee of Council are, so far as they are adopted by Council, resolutions of Council.
- 9.12 If in a report of a Committee of Council distinct recommendations are made, Council may make separate decisions on each recommendation.

Questions

- 9.13 A question must not be asked at a meeting of Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless Council determines otherwise in accordance with this Code.
- 9.14 A Councillor may, through the Chairperson, ask another Councillor about a matter on the agenda.
- 9.15 A Councillor may, through the Mayor, ask the General Manager about a matter on the agenda. The General Manager may request another Council employee to answer the question.
- 9.16 A Councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a Councillor or Council employee to

whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of Council.

- 9.17 Councillors must ask questions directly, succinctly, and without argument.
- 9.18 The Chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a Councillor or Council employee.

10. Rules of Debate

Motions to be seconded

- 10.1 Unless otherwise specified in this Code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A Councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a Councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to Councillors, the Chairperson is to note the withdrawal of the notice of motion at the meeting unless Council determines to consider the notice of motion at the meeting.
- 10.4 In the absence of a Councillor who has placed a notice of motion on the agenda for a meeting of Council:
- (a) any other Councillor may, with the leave of the Chairperson, move the motion at the meeting, or
 - (b) the Chairperson may defer consideration of the motion until the next meeting of Council.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the Chairperson at a meeting of Council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The Chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the Chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

Amendments to motions

- 10.8 An amendment to a motion must be moved and seconded before it can be debated.
- 10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or

which is a direct negative of the original motion, must be ruled out of order by the Chairperson.

- 10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before Council at any one time.
- 10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.14 An amendment may become the motion without debate or a vote where it is accepted by the Councillor who moved the original motion.

Limitations on the number and duration of speeches

- 10.15 A Councillor who, during a debate at a meeting of Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.16 A Councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.17 A Councillor must not, without the consent of Council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.18 Despite clause 10.17, the Chairperson may permit a Councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the Councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.19 Despite clauses 10.15 and 10.16, a Councillor may move that a motion or an amendment be now put:
 - (a) if the mover of the motion or amendment has spoken in favour of it and no Councillor expresses an intention to speak against it, or
 - (b) if at least two (2) Councillors have spoken in favour of the motion or amendment and at least two (2) Councillors have spoken against it.
- 10.20 The Chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.
- 10.21 If a motion that the original motion or an amendment be now put is passed, the Chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.
- 10.22 If a motion that the original motion or an amendment be now put is lost, the Chairperson must allow the debate on the original motion or the amendment to be resumed.

- 10.23 All Councillors must be heard without interruption and all other Councillors must, unless otherwise permitted under this Code, remain silent while another Councillor is speaking.
- 10.24 Once the debate on a matter has concluded and a matter has been dealt with, the Chairperson must not allow further debate on the matter.
- 10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

11. Voting

Voting entitlements of Councillors

- 11.1 Each Councillor is entitled to one (1) vote.
Note: Clause 11.1 reflects section 370(1) of the Act.
- 11.2 The person presiding at a meeting of Council has, in the event of an equality of votes, a second or casting vote.
Note: Clause 11.2 reflects section 370(2) of the Act.
- 11.3 Where the Chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at Council meetings

- 11.4 A Councillor who is present at a meeting of Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.5 If a Councillor who has voted against a motion put at a Council meeting so requests, the General Manager must ensure that the Councillor's dissenting vote is recorded in Council's minutes.
- 11.6 The decision of the Chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) Councillors rise and call for a division.
- 11.7 When a division on a motion is called, the Chairperson must ensure that the division takes place immediately. The General Manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in Council's minutes for the meeting.
- 11.8 When a division on a motion is called, any Councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this Code.
- 11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, Council may resolve that the voting in any election by Councillors for Mayor or Deputy Mayor is to be by secret ballot.

Voting on planning decisions

- 11.10 Council or a Council Committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before Council for a decision.
- 11.11 Where Council or a Council Committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.
- 11.12 The General Manager must keep a register containing, for each planning decision made at a meeting of Council or a Council Committee (including, but not limited to a Committee of Council), the names of the Councillors who supported the decision and the names of any Councillors who opposed (or are taken to have opposed) the decision.
- 11.13 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the Council or a Council Committee.
- 11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.

Note: Clauses 11.12–11.15 reflect section 375A of the Act.

Note: The requirements of clause 11.12 may be satisfied by maintaining a register of the minutes of each planning decision.

12. Committee of the Whole

- 12.1 Council may resolve itself into a Committee to consider any matter before Council.
- Note: Clause 12.1 reflects section 373 of the Act.**
- 12.2 All the provisions of this Code relating to meetings of Council, so far as they are applicable, extend to and govern the proceedings of Council when in Committee of the whole, except the provisions limiting the number and duration of speeches and encouraging Councillors and staff to stand when addressing the meeting.
- Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.**
- Note: Clause 7.1 encourages Councillors and staff to stand when addressing the meeting where they can.**
- 12.3 The General Manager or, in the absence of the General Manager, an employee of Council designated by the General Manager, is responsible for reporting to Council the proceedings of the Committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the Committee must be reported.
- 12.4 Council must ensure that a report of the proceedings (including any recommendations of the Committee) is recorded in Council's minutes. However, Council is not taken to have adopted the report until a motion for adoption has been made and passed.

13. Dealing with Items by Exception

- 13.1 Council or a Committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.
- 13.2 Before Council or a Committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the Chairperson must list the items of business to be adopted and ask Councillors to identify any individual items of business listed by the Chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 Council or a Committee must not resolve to adopt any item of business under clause 13.1 that a Councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, Council or the Committee must resolve to alter the order of business in accordance with clause 8.2.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

14. Closure of Council Meetings to the Public**Grounds on which meetings can be closed to the public**

- 14.1 Council or a Committee of Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than Councillors),
 - (b) the personal hardship of any resident or ratepayer,
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business,
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of Council, or
 - (iii) reveal a trade secret,
 - (e) information that would, if disclosed, prejudice the maintenance of law,
 - (f) matters affecting the security of Council, Councillors, Council staff or Council property,

- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of Council's Code of Conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

- 14.2 Council or a Committee of Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless Council or the Committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which Council or the Committee is involved, and
- (b) are clearly identified in the advice,
- (c) are fully discussed in that advice, and
- (d) are subject to legal professional privilege.

Note: Clause 14.4 reflects section 10B(2) of the Act.

- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
 - (i) cause embarrassment to Council or the Committee concerned, or to

- Councillors or to employees of Council, or
- (ii) cause a loss of confidence in Council or the Committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

- 14.7 In deciding whether part of a meeting is to be closed to the public, Council or the Committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of Council, or of a Committee of Council, may be closed to the public while Council or the Committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
- (b) Council or the Committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

- 14.9 Council, or a Committee of Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

- 14.11 Despite clauses 14.9 and 14.10, Council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.

- 14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to Council in a manner determined by Council.

Expulsion of non-Councillors from meetings closed to the public

- 14.13 If a meeting or part of a meeting of Council or a Committee of Council is closed to the public in accordance with section 10A of the Act and this Code, any person who is not a

Councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

- 14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of Councillors attending meetings by audio-visual link

- 14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.16 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 14.17 If Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the Chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the Chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.
- 14.19 The General Manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

- 14.20 The General Manager must consult with Council and any other affected persons before publishing information on Council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

15. Keeping Order at Meetings

Points of order

- 15.1 A Councillor may draw the attention of the Chairperson to an alleged breach of this Code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order must be taken immediately it is raised. The Chairperson must suspend the business before the meeting and permit the Councillor raising the point of order to state the provision of this Code they believe has been breached. The Chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.3 The Chairperson, without the intervention of any other Councillor, may call any Councillor to order whenever, in the opinion of the Chairperson, it is necessary to do so.
- 15.4 A Councillor who claims that another Councillor has committed an act of disorder, or is out of order, may call the attention of the Chairperson to the matter.
- 15.5 The Chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of Council.
- 15.6 The Chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.7 A Councillor can, without notice, move to dissent from a ruling of the Chairperson on a point of order or a question of order. If that happens, the Chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.8 If a motion of dissent is passed, the Chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the Chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.9 Despite any other provision of this Code, only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 15.10 A Councillor commits an act of disorder if the Councillor, at a meeting of Council or a Committee of Council:
- (a) contravenes the Act, the Regulation or this Code, or
 - (b) assaults or threatens to assault another Councillor or person present at the meeting, or

- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of Council or the Committee, or addresses or attempts to address Council or the Committee on such a motion, amendment or matter, or
- (d) uses offensive or disorderly words, or
- (e) makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or
- (f) imputes improper motives to or unfavourably personally reflects upon any other Council Official, or a person present at the meeting, except by a motion, or
- (g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: Clause 15.10 reflects section 182 of the Regulation.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

15.11 The Chairperson may require a Councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or
- (b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f) or (g).

Note: Clause 15.11 reflects section 233 of the Regulation.

15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.

15.13 Where a Councillor fails to take action in response to a requirement by the Chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the Chairperson may require the Councillor to take that action at each subsequent meeting until such time as the Councillor complies with the requirement. If the Councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.17.

How disorder at a meeting may be dealt with

15.14 If disorder occurs at a meeting of Council, the Chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. Council, on reassembling, must, on a question put from the Chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Councillors.

Expulsion from meetings

- 15.15 All chairpersons of meetings of the Council and Committees of the Council are authorised under this Code to expel any person other than a Councillor, from a Council or Committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the Council or the Committee of the Council.
- 15.16 Clause 15.15 does not limit the ability of Council or a Committee of Council to resolve to expel a person, including a Councillor, from a Council or Committee meeting, under section 10(2)(a) of the Act.
- 15.17 A Councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a Councillor from the meeting for that reason does not prevent any other action from being taken against the Councillor for the act of disorder concerned.
- Note: Clause 15.17 reflects section 233(2) of the Regulation.**
- 15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.19 Members of the public attending a meeting of Council:
- (a) must remain silent during the meeting unless invited by the Chairperson to speak,
 - (b) must not bring flags, signs or protest symbols to the meeting, and
 - (c) must not disrupt the meeting.
- 15.20 Without limiting clause 15.18, a contravention of clause 15.19 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.19.
- 15.21 Where a Councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.22 If a Councillor or a member of the public fails to leave the place where a meeting of Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using such force as is reasonably necessary, remove the Councillor or member of the public from that place and, if necessary, restrain the Councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by Councillors attending meetings by audio-visual link may be dealt with

- 15.23 Where a Councillor is attending a meeting by audio-visual link, the Chairperson or a person authorised by the Chairperson may mute the Councillor's audio link to the meeting for the purposes of enforcing compliance with this Code.

- 15.24 If a Councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the Chairperson of the meeting or a person authorised by the Chairperson, may terminate the Councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 15.25 Councillors, Council staff and members of the public must ensure that mobile phones are turned to silent during meetings of Council and Committees of Council.
- 15.26 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of Council or a Committee of Council without the prior authorisation of Council or the Committee.
- 15.27 Without limiting clause 15.18 a contravention of clause 15.26 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Any person who contravenes or attempts to contravene clause 15.26, may, as provided for under section 10(2) of the Act, be expelled from the meeting.
- 15.28 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

16. Conflicts of Interest

- 16.1 All Councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of Council and the Committees of Council in accordance with Council's Code of Conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.
- 16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with Council's Code of Conduct. Where a Councillor has declared a conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting must be suspended or terminated and the Councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by Council or the Committee, or at any time during which Council or the Committee is voting on the matter.

17. Decisions of the Council

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of Council at which a quorum is present is a decision of Council.

Note: Clause 17.1 reflects section 371 of the Act.

- 17.2 Decisions made by Council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering Council decisions

- 17.3 A resolution passed by Council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this Code.

Note: Clause 17.3 reflects section 372(1) of the Act.

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this Code.

Note: Clause 17.5 reflects section 372(3) of the Act.

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) Councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 17.10 A motion to alter or rescind a resolution of Council may be moved on the report of a Committee of Council and any such report must be recorded in the minutes of the meeting of Council.

Note: Clause 17.10 reflects section 372(6) of the Act.

- 17.11 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of Council may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three (3) Councillors is submitted to the Chairperson at the meeting, and

- (b) Council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting of Council.
- 17.12 A motion moved under clause 17.11(b) can be moved without notice. Despite any other provision of this Code, only the mover of a motion referred to in clause 17.11(b) and the Chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 17.13 A resolution adopted under clause 17.11(b) must state the reasons for the urgency.

Recommitting resolutions to correct an error

- 17.14 Despite the provisions of this Part, a Councillor may, with the leave of the Chairperson, move to recommit a resolution adopted at the same meeting:
 - (a) to correct any error, ambiguity or imprecision in Council's resolution, or
 - (b) to confirm the voting on the resolution.
- 17.15 In seeking the leave of the Chairperson to move to recommit a resolution for the purposes of clause 17.14(a), the Councillor is to propose alternative wording for the resolution.
- 17.16 The Chairperson must not grant leave to recommit a resolution for the purposes of clause 17.14(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.17 A motion moved under clause 17.14 can be moved without notice. Despite any other provision of this Code, only the mover of a motion referred to in clause 17.14 and the Chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 17.18 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.14.
- 17.19 A motion moved under clause 17.14 with the leave of the Chairperson cannot be voted on unless or until it has been seconded.

18. Time Limits on Council Meetings

- 18.1 Meetings of Council and Committees of Council are to conclude no later than 11pm.
- 18.2 If the business of the meeting is unfinished at 11pm, and Council does not resolve to extend the meeting for a period of 30 minutes (i.e. 11.30pm) for the purpose of concluding the matter under consideration or the remaining items on the agenda, the Chairperson must either:
 - (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of Council, or
 - (b) adjourn the meeting to a time, date and place fixed by the Chairperson.
- 18.3 Clause 18.2 does not limit the ability of Council or a Committee of Council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

- 18.4 Where a meeting is adjourned under clause 18.2 or 18.3, the General Manager must:
- (a) individually notify each Councillor of the time, date and place at which the meeting will reconvene, and
 - (b) publish the time, date and place at which the meeting will reconvene on Council's website and in such other manner that the General Manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19. After the Meeting

Minutes of meetings

- 19.1 Council is to keep full and accurate minutes of the proceedings of meetings of Council.
- Note: Clause 19.1 reflects section 375(1) of the Act.**
- 19.2 At a minimum, the General Manager must ensure that the following matters are recorded in Council's minutes:
- (a) the names of Councillors attending a Council meeting and whether they attended the meeting in person or by audio-visual link,
 - (b) details of each motion moved at a Council meeting and of any amendments moved to it,
 - (c) the names of the mover and seconder of the motion or amendment,
 - (d) whether the motion or amendment was passed or lost, and
 - (e) such other matters specifically required under this Code.
- 19.3 The minutes of a Council meeting must be confirmed at a subsequent meeting of Council.
- Note: Clause 19.3 reflects section 375(2) of the Act.**
- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.
- Note: Clause 19.5 reflects section 375(2) of the Act.**
- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a Council meeting must be published on Council's website. This clause does not prevent Council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 Council and Committees of Council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

19.10 Clause 19.8 does not apply if Council or the Committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of Council

19.12 The General Manager is to implement, without undue delay, lawful decisions of Council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20. Council Committees

Application of this Part

20.1 This Part only applies to Committees of Council whose members are all Councillors.

Council Committees whose members are all Councillors

20.2 Council may, by resolution, establish such Committees as it considers necessary.

20.3 A Committee of Council is to consist of the Mayor and such other Councillors as are elected by the Councillors or appointed by Council.

20.4 The quorum for a meeting of a Committee of Council is to be:

- (a) such number of members as Council decides, or
- (b) if Council has not decided a number – a majority of the members of the Committee.

Functions of Committees

20.5 Council must specify the functions of each of its Committees when the Committee is established but may from time to time amend those functions.

Notice of Committee meetings

20.6 The General Manager must send to each Councillor, regardless of whether they are a Committee member, at least three (3) days before each meeting of the Committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a Committee meeting called in an emergency.

Non-members entitled to attend Committee meetings

20.8 A Councillor who is not a member of a Committee of Council is entitled to attend, and to speak at a meeting of the Committee. However, the Councillor is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

Chairperson and Deputy Chairperson of Council Committees

20.9 The Chairperson of each Committee of Council must be:

- (a) the Mayor, or
- (b) if the Mayor does not wish to be the Chairperson of a Committee, a member of the Committee elected by Council, or
- (c) if Council does not elect such a member, a member of the Committee elected by the Committee.

20.10 Council may elect a member of a Committee of Council as Deputy Chairperson of the Committee. If Council does not elect a Deputy Chairperson of such a Committee, the Committee may elect a Deputy Chairperson.

20.11 If neither the Chairperson nor the Deputy Chairperson of a Committee of Council is able or willing to preside at a meeting of the Committee, the Committee must elect a member of the Committee to be acting Chairperson of the Committee.

20.12 The Chairperson is to preside at a meeting of a Committee of Council. If the Chairperson is unable or unwilling to preside, the Deputy Chairperson (if any) is to preside at the meeting. If neither the Chairperson nor the Deputy Chairperson is able or willing to preside, the acting Chairperson is to preside at the meeting.

Procedure in Committee meetings

20.13 Subject to any specific requirements of this Code, each Committee of Council may regulate its own procedure. The provisions of this Code are to be taken to apply to all Committees of Council.

20.14 Whenever the voting on a motion put to a meeting of the Committee is equal, the Chairperson of the Committee is to have a casting vote as well as an original vote unless Council or the Committee determines otherwise in accordance with clause 20.13.

20.15 Voting at a Council Committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

20.16 The provisions of this Code relating to mayoral minutes also apply to meetings of Committees of Council in the same way they apply to meetings of Council.

Closure of Committee meetings to the public

- 20.17 The provisions of the Act and Part 14 of this Code apply to the closure of meetings of Committees of Council to the public in the same way they apply to the closure of meetings of Council to the public.
- 20.18 If a Committee of Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the Chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.19 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson under clause 20.18 during a part of the meeting that is livestreamed where practicable.
- 20.20 The General Manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- 20.21 The General Manager must consult with the Committee and any other affected persons before publishing information on Council's website under clause 20.20 and provide reasons for why the information has ceased to be confidential.

Disorder in Committee meetings

- 20.22 The provisions of the Act, the Regulation, and this Code relating to the maintenance of order in Council meetings apply to meetings of Committees of Council in the same way they apply to meetings of Council.

Minutes of Council Committee meetings

- 20.23 Each Committee of Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a Committee must ensure that the following matters are recorded in the Committee's minutes:
- (a) the names of Councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
 - (b) details of each motion moved at a meeting and of any amendments moved to it,
 - (c) the names of the mover and seconder of the motion or amendment,
 - (d) whether the motion or amendment was passed or lost, and
 - (e) such other matters specifically required under this Code.
- 20.24 The minutes of meetings of each Committee of Council must be confirmed at a subsequent meeting of the Committee.
- 20.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.26 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

- 20.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.28 The confirmed minutes of a meeting of a Committee of Council must be published on Council's website. This clause does not prevent Council from also publishing unconfirmed minutes of meetings of Committees of Council on its website prior to their confirmation.

21. Irregularities

- 21.1 Proceedings at a meeting of Council or a Council Committee are not invalidated because of:
- (a) a vacancy in a civic office, or
 - (b) a failure to give notice of the meeting to any Councillor or Committee member, or
 - (c) any defect in the election or appointment of a Councillor or Committee member, or
 - (d) a failure of a Councillor or a Committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or Committee meeting in accordance with Council's Code of Conduct, or
 - (e) a failure to comply with this Code.

22. Definitions

| Term | Meaning |
|-------------------|---|
| the Act | means the <i>Local Government Act 1993</i> |
| act of disorder | means an act of disorder as defined in clause 15.10 of this Code |
| amendment | in relation to an original motion, means a motion moving an amendment to that motion |
| audio recorder | any device capable of recording speech |
| audio-visual link | means a facility that enables audio and visual communication between persons at different places |
| business day | means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales |
| Chairperson | in relation to a meeting of Council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this Code, and in relation to a meeting of a Committee – means the person presiding at the meeting as provided by clause 20.9 of this Code |

| | |
|-------------------------------|--|
| this Code | means Council's adopted Code of Meeting Practice |
| Committee of Council | means a Committee established by Council in accordance with clause 20.2 of this Code (being a Committee consisting only of Councillors) or Council when it has resolved itself into Committee of the whole under clause 12.1 |
| Council Official | includes Councillors, members of staff of Council, administrators, Council Committee members, delegates of Council and any other person exercising functions on behalf of Council |
| Day | means calendar day |
| Division | means a request by two (2) Councillors under clause 11.6 of this Code requiring the recording of the names of the Councillors who voted both for and against a motion |
| Livestream | a video broadcast of a meeting transmitted across the internet concurrently with the meeting |
| open voting | means voting on the voices or by a show of hands or by a visible electronic voting system or similar means |
| planning decision | means a decision made in the exercise of a function of Council under the <i>Environmental Planning and Assessment Act</i> 1979 including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act |
| performance improvement order | means an order issued under section 438A of the Act |
| quorum | means the minimum number of Councillors or Committee members necessary to conduct a meeting |
| the Regulation | means the <i>Local Government (General) Regulation</i> 2021 |
| Year | means the period beginning 1 July and ending the following 30 June |

Public Forum Procedure

1. Purpose

To set out the parameters for holding public forums prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to Extraordinary and Committee Meetings

2. Scope

This procedure covers any person who wishes to speak at a Public Forum held prior to an Ordinary Council Meeting, Extraordinary Council Meeting or meeting of Committees of the Council.

3. General

A Public Forum is held prior to each Council meeting to provide registered speakers, or their representatives, with the opportunity to address Council only on matters listed on the agenda for the upcoming meeting.

The Public Forum is conducted from 5.30 PM to 6.00 PM, with the Council meeting commencing immediately thereafter.

Public Forums will be recorded by means of an audio or audio-visual device and made publicly available on Council's website.

4. Rules

- 4.1. To speak at a public forum, a person must submit a Request to Address Council via the online form by 3.00 PM on the day of the meeting.
- 4.2. No more than **two (2)** speakers are to be permitted to speak 'for' and no more than **two (2)** 'against' each item of business on the agenda for the meeting.
- 4.3. Successful applicants will be notified by email.
- 4.4. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may, in consultation with the Mayor or the Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.
- 4.5. Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

- 4.6. The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.7. Printed information; sketches etc. may only be presented/distributed with the concurrence of the Chairperson. The use of USB devices or external files during presentations is not permitted.
- 4.8. The general manager or their delegate is to determine the order of speakers at the public forum. The order of speakers may be redetermined by the chairperson at the public forum.
- 4.9. Each speaker will be allowed **five (5)** minutes to address the public forum. This time is to be strictly enforced by the chairperson.
- 4.10. Speakers at Public Forums must not digress from the item on the Agenda of the Council Meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
- 4.11. A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a Public Forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.12. Speakers are under no obligation to answer a question. Answers by the speaker, to each question, are to be limited to one (1) minute.
- 4.13. Speakers at Public Forums cannot ask questions of the Council, Councillors or Council Staff.
- 4.14. When addressing the public forum, speakers must refrain from engaging in disorderly or disrespectful conduct or making statements that impute improper motives to or unfavourably personally reflects upon anyone, or that are potentially defamatory.
- 4.15. Where a speaker engages in conduct of the type referred to in clause 4.14, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.

5. Related City of Canada Bay Policies and Procedures

Code of Meeting Practice

Code of Conduct

Local Government Act 1993



XX February 2026

The Secretary
Department of Planning, Housing and Infrastructure
GPO BOX 39
SYDNEY NSW 2001

Dear Ms Fishburn

City of Canada Bay submission – Draft Sydney Plan

I forward the City of Canada Bay's submission on the planning package for *The Sydney Plan*, released for exhibition by the Department of Planning, Housing and Infrastructure (DPHI) in December 2025. The submission was considered and endorsed by Council on 17 February 2026.

The City of Canada Bay (CCB) strongly supports the preparation of a bold and visionary plan for Sydney that establishes an integrated, coordinated and long-term strategy for the region. Such a plan must provide a clear framework to enable sustainable growth, the timely provision of infrastructure and services, and support for cultural expression over the next 40 years.

Additionally, strong, consistent and integrated policy direction at the State level is essential to enable Councils to plan with confidence and to effectively deliver and negotiate outcomes that realise *The Sydney Plan's* stated aspirations.

While Council acknowledges the complexity inherent in preparing a metropolitan plan of this scale, it is deeply concerned that *The Sydney Plan* does not build upon the achievements of the previous regional plan, nor does it provide the strength of vision, strategic clarity and implementation guidance required to influence decision making and delivery over the long term.

The attached submission expands on these concerns and provides recommendations to ensure the Plan presents an aspirational vision for Sydney's long-term future and strong, consistent and integrated policy direction to guide both State and local government planning and decision making.

It is requested that the comments and recommendations outlined in this submission be addressed prior to finalising the planning package. Should you wish to discuss any of the information in the submission please contact Paul Dewar, Manager Strategic Planning on 9911 6402 or paul.dewar@canadabay.nsw.gov.au.

Yours sincerely,

John Clark
General Manager

DRAFT

Draft Sydney Plan 2025

General

The Sydney Plan represents a disappointing departure from the robust evidence base, strategic rigour and policy innovation established in the 2018 Sydney Region and District Plans. Those plans provided a clear strategic framework and line of sight between metropolitan objectives, district priorities and local implementation, enabling a balanced and integrated response to the growth-related pressures facing Sydney.

The Plan's retreat from this approach constitutes a regression in metropolitan strategic planning, resulting in weakened strategic consistency, reduced certainty for statutory planning decisions, and the emergence of policy gaps that pose material risks to the coordinated delivery of long term economic, social and environmental outcomes. Council's overarching concerns include:

A framework needing stronger evidence and ambition - Sydney is a large, rapidly growing global city that requires an evidence-based plan capable of guiding long term outcomes over a 40 plus year horizon. In its current form, the Plan does not achieve this.

The vision for Sydney is underwhelming, the challenges facing the city over coming decades oversimplified, and the Plan lacks the strategies and actions needed to support long term, interdependent outcomes. It does not articulate the evidence base underpinning its priorities and omits actions for several of those priorities.

Most implementation actions are also scheduled for delivery between 2027 and 2029, leaving significant gaps in forward prioritisation, decision making and funding.

A need for strong policy direction at the State level - Weak policy direction at the State level forces Councils to debate strategic intent at the delivery stage on a case-by-case basis. This approach is inefficient, creates uncertainty, and increases the likelihood of inconsistent or misaligned outcomes. Clearer and stronger State level policy settings would remove the need for repeated negotiation, provide a consistent framework for decision-making, and support better coordination and delivery across all levels of government.

Loss of an integrated and sustainable approach – The City of Canada Bay strongly supports the need to address housing supply and affordability, as demonstrated by our consistent record of facilitating housing delivery across the local government area (LGA). However, the Plan's near exclusive focus on housing, at the expense of the broader elements that make a city successful and liveable, places Sydney at risk of poor long-term outcomes, including diminished economic performance and reduced global appeal.

This shift is reflected in the removal of previous policy and implementation frameworks that promoted integrated land use and transport planning, the 30-minute city, design quality and great places, heritage protection, healthy and socially connected communities, arts and culture, global economic competitiveness, innovation precincts, circular economy initiatives, and climate action. Without these essential components, the Plan lacks the integrated and sustainable approach required for Sydney's long-term success.

Short-term decision-making driving strategy - The Plan largely embeds recent government decisions and places heavy emphasis on actions already underway. This approach risks presenting isolated, short-term decisions as long term vision, and conflating political priorities with evidence-based policy. Such an approach leaves Sydney vulnerable to arbitrary, inconsistent and uncoordinated decision making.

Similar concerns arise from the intention to maintain the Plan as a "live" document, updated in response to unspecified "significant decisions." Without clarity on what triggers an update, how changes will be assessed against long term objectives, or how stakeholders will be engaged, there is a real risk that the strategic vision will erode over time, particularly when the initial vision and priorities are not clearly articulated.

Further detail is required on the scope and criteria for interim updates, the evaluation process for proposed changes, and the mechanisms for transparent consultation. As currently proposed, this approach introduces uncertainty for government, Councils and industry, undermining confidence in long term planning and investment.

Leveraging existing policy and guidelines - Over the past decade, the NSW Government has developed a substantial suite of integrated policies and guidelines to support the State's strategic vision. Council has relied on these to confidently plan and uphold decisions at the local level. *The Sydney Plan* appears to disregard this body of work, failing to embed key frameworks such as *Better Placed*, *Greener Places*, *Planning for Country*, and *Movement and Place*.

If these policies are intended to remain influential, the Plan should explicitly reference them and integrate their principles. Doing so would provide continuity, strengthen the Plan's policy foundation, and ensure that Sydney's future direction is aligned with the best practice guidance already developed.

Removal of District Plans - The reduced strategic direction in *The Sydney Plan*, combined with the removal of District Plans, shifts significant responsibility onto Local Strategic Planning Statements (LSPSs) to provide clear, defensible and binding local strategy. Councils have historically relied on district plans and their actions to give statutory weight to desired outcomes and to support consistent decision making.

If LSPS's are now expected to fulfil this role, they must be given comparable policy weight to ensure local planning decisions can reliably deliver the outcomes envisioned for each community.

It is noted that a comprehensive range of policy positions required to support an LSPS have not been included in the *The Sydney Plan*, leaving an LSPS with either gaps in policy direction at the local level or policy that does not have a line of sight to regional policy, ultimately weakening Councils position when negotiating outcomes.

Infrastructure coordination - *Priority: Coordinated* largely ignores the significant challenges of augmenting the aging or at capacity infrastructure in high density infill areas such as the City of Canada Bay, with a strong focus on greenfield servicing through the Urban Development Program's distribution of the Housing and Productivity Contribution. Failure to consider infill areas and include planning and funding mechanisms beyond the HPC is a fundamental flaw in the Plan. Additional discussion and actions should be included to address this gap.

Regional metrics and datasets for all priorities – Implementation of all responses and actions in the Plan should be measured and monitored. Preparation of accessible targets, metrics and supporting datasets should be an action of the Plan so both State and local government can report on progress and identify risks to achieving the Plans aspirations. eg. transport mode share, housing mix/missing middle, tree canopy targets, jobs in centres, liveability scores etc.

Research and innovation – *The Sydney Plan* points to several complex challenges facing Sydney that have no clear solutions. For example, accommodating displaced urban services across eastern Sydney; provision of meaningful new open space for dense, infill communities; provision of affordable family housing; and balancing jobs growth and housing supply in transit-oriented development precincts. The Plan would benefit from the inclusion of policy positions in relation to these outcomes and actions to research innovative responses to these challenges.

Document structure - Presenting the priorities and responses in separate sections across the plan makes it difficult to navigate and creates repetition. Legibility would be improved if responses were provided alongside the relevant priority.

Recommendations

Vision, Policy Direction and Integrated Outcomes

- Prepare an aspirational vision for the 20–40-year horizon, differentiating this vision to respond to Sydney’s distinct areas, and expand priorities to respond to the range of tensions facing Sydney during a period of rapid growth.
- Embed clear, consistent and deliverable policy and actions across the full range of metropolitan priorities, establishing coordinated expectations for industry and government and providing a strong framework for statutory decision-making and infrastructure delivery.

Key policy areas that warrant strengthened Region-wide direction include:

- *Affordable Housing*: Establish a metropolitan wide policy expectation that rezonings, significant increases in residential density or redevelopment of State significant sites contribute to the delivery of affordable rental housing, with target benchmarks (e.g. 5–10%), subject to feasibility.
- *Economic and Employment Capacity*: Require development within CBDs, commercial centres and retail centres to retain and, where appropriate, increase non-residential floor space that supports employment and economic activity, ensuring that residential development does not undermine long term metropolitan job capacity.
- *Access to Open Space*: Establish a metropolitan benchmark that new residential development is supported by convenient access to publicly accessible open space of sufficient size and quality (e.g. within 400 metres walk of open space of at least 0.3 hectares).
- *Urban Design Quality*: Embed region-wide expectations that all significant development demonstrates design excellence and positively contributes to the public realm, streetscapes and character of places, supported by measurable design quality principles and consistent design review processes across the metropolitan area.
- *Heritage Conservation*: Strengthen Region level policy that requires the protection, adaptive reuse and enhancement of heritage items and conservation areas.
- *Managing Natural and Urban Hazards*: Require land use and development decisions to avoid intensification in areas subject to unacceptable risk from natural and urban hazards, including flooding, coastal processes, bushfire, contamination and heat exposure.
- *Climate Change Resilience and Adaptation*: Establish clear metropolitan objectives for climate change mitigation and adaptation, requiring new development and infrastructure to demonstrably improve resilience to heat, flooding and extreme weather impacts and to support the transition to a low carbon urban future.

- *Waterways and Foreshore Protection*: Reinforce Regionwide policy to protect and enhance the environmental, cultural and recreational values of metropolitan waterways (Sydney Harbour, Parramatta River and their tributaries), including through water sensitive urban design, foreshore access and improved water quality outcomes.
- *Biodiversity and Ecological Connectivity*: Require the protection and enhancement of native vegetation, biodiversity areas and metropolitan wildlife corridors, ensuring development contributes to a connected and resilient ecological network.
- *Green Infrastructure and Urban Canopy*: Strengthen metropolitan policy that supports delivery of the Green Grid and requires development to contribute to minimum tree canopy targets and green infrastructure outcomes, with local plans determining appropriate standards and delivery mechanisms.

Short-term decision-making driving strategy

- De-risk *The Sydney Plan* as a ‘live’ document by including scope and criteria for interim updates, an evaluation process for proposed changes, and mechanisms for transparent consultation, with a view to ensuring the foundational vision is not lost as changes are made.

Leveraging existing policy and guidelines

- Reference the NSW Government’s related suite of policies and guidelines and integrate their principles into the Plan. E.g. *Better Placed, Movement and Place, Greener Places*.

Removal of District Plans

- Elevate the statutory weight of an LSPS to provide clear, defensible and binding local strategy that delivers *The Sydney Plan* vision and supports certainty within the assessment and decision-making processes.
- Ensure all priorities and actions necessary to inform and empower LSPSs are contained in *the Sydney Plan* and provide the ability to cascade implementation at the local level.

Infrastructure coordination

- Commit to the preparation of forward planning and delivery programming for schools, public transport and health infrastructure to support proposed population forecasts.

Regional metrics and datasets for all priorities

- Include an action in the plan to monitor and report on progress and identify risks and to prepare accessible targets, metrics and supporting datasets.

Research and Innovation

- Include an action to undertake targeted research into the more complex challenges facing Sydney and establish a clear policy position in relation to:
 - accommodating displaced urban services across eastern Sydney
- provision of meaningful new open space for dense, infill communities
 - provision of affordable family housing across eastern Sydney
 - balancing jobs growth and housing supply in transit-oriented development precincts.

Document structure

- Amend document structure to provide the Responses and Actions with the relevant Priority.

Aboriginal outcomes

Council supports a stronger focus on Aboriginal outcomes, however the Plan does not set out actions needed to achieve this priority or explain how it is integrated with other themes. This gap leaves Councils uncertain about implementation requirements and the level of consultation expected. At a minimum, the Plan should provide guidance on these matters and include an action for the NSW Community Participation Plan to develop consultation guidelines.

Recommendations

- Integrate Aboriginal outcomes across the Plan's themes and include actions to support these outcomes.
- Include an action for the NSW Community Participation Plan to include consultation guidelines for meaningful engagement with Aboriginal communities.

Housed

Future housing supply

The Plan would benefit from a stronger discussion of, and clear actions to secure, a medium to long term housing supply pipeline. While current initiatives, such as transit-oriented development and the Low to Mid-rise Housing Program, will assist in delivering housing in the short term, the Plan should also explicitly reference NSW Government endorsed strategies that provide a supply pipeline for the next 20 to 30 years. In the City of Canada Bay, these initiatives include the Rhodes Place Strategy, the Homebush Transport Oriented Development precinct, and Burwood North Metro.

Recognising and integrating known renewal precincts into the Plan will reinforce endorsed strategies, improve the accuracy of housing projections and assist in coordinating infrastructure delivery.

Greater housing diversity

The City of Canada Bay continues to deliver a large number of high-density apartments. Over time, this will need to be balanced with a broader range of housing types. The Plan should include longer term strategies to support this shift.

It is encouraging to see a strong narrative and set of actions to support the supply of missing middle housing and to introduce a housing diversity monitoring framework. However, the Plan does not specify which housing typologies will be monitored. This should include both apartment size mix and missing middle typologies.

The Plan should also require a minimum apartment mix in new developments or include an action to strengthen apartment mix provisions in the Apartment Design Guide. In addition, masterplans and large developments should be required to provide a minimum supply of townhouses/maisonettes.

Housing for families

A significant gap in the work is addressing the lack of affordable family housing, particularly across the eastern areas of Sydney. The Plan would benefit from research and a strategic response that moves beyond providing 3-bedroom apartments in large unit blocks and generalised comments on townhouses/dual occupancy dwelling supply.

It is noted that in eastern Sydney, 3-bedroom apartments are often provided as penthouse style units (with views), pushing prices beyond those of young families, and townhouse/dual occupancy pricing is regularly beyond the means of many families. This is especially true where an area contains large numbers of 'down-sizers'.

A new framework to support delivery of larger dwellings with outdoor space that is suitable and affordable for families should be prepared and include prioritising the delivery of ground-level townhouses in large developments and 3-bedroom units in affordable locations within buildings.

Affordable Housing

The City of Canada Bay is a strong advocate for the provision of Affordable Housing (AH), with an AH Policy in place since 2007 and an AH Contributions Scheme for growth precincts since 2020. Council has strong concerns with the lack of clear targets in this Plan (noting a 5-10% target in the 2018 Region Plan), constituting dilution of a previously strong position on this issue and removal of a clear base line to guide industry expectations and agency negotiations.

Action 3.3 requires all Councils to prepare an AH Contribution Scheme by 2027. Guidance is needed around whether Council will be required to amend its existing scheme to capture areas beyond growth precincts.

Response 3: Secure the supply of Affordable Housing - Action 3.4 requires Councils to identify surplus Council owned land for Affordable Housing supply, noting this action has no corresponding discussion in the Priority and there is no direction on expectations associated with this action, or definition of 'surplus'. This action appears to have been included in the Plan without Council engagement or an assessment of the financial and social implications for Councils and their communities.

The City of Canada Bay cannot support this action and request it be removed. Council relies heavily on its assets to deliver its responsibilities and meet many competing demands, with many assets already strained in the delivery of open space and sport/recreation/community facilities and their maintenance. Surplus land is rarely available to Council. When it is, funds are re-directed to meet other community obligations, generally aligned with priorities from the Community Strategic Plan.

Should this action be retained, the scope of requirements should be subject to discussion and negotiation with Councils.

Industry wide interventions

It is positive to see the Plan acknowledge the need for interventions beyond planning mechanisms to support housing affordability (p21). However, the plan provides no discussion around these interventions or how they interact with the planning system. While it is understood these interventions are not planning actions, informed discussion to add nuance to the housing affordability dialogue would improve the Plan.

Recommendations

Future housing supply

- Identify and secure a medium to long term housing supply pipeline by explicitly referencing the implementation of NSW Government endorsed planning strategies, such as the *Rhodes Place Strategy*, Homebush Transport Oriented Development Precinct and plans for Burwood North Metro.

Greater housing diversity

- Expand the Plan's housing diversity actions to require a minimum apartment mix and a minimum provision of townhouses/Maisonet's within masterplans and large-scale developments.

Housing for families

- Include a clear policy position and associated actions to support the delivery of family-suitable housing, with a focus on increasing the supply of larger dwellings with usable outdoor space, including ground-level townhouses and three-bedroom apartments.

Affordable housing

- Reinstate clear Affordable Housing targets in the Plan, referencing a requirement for 5-10% of total Gross Floor Area to be provided for affordable housing, in perpetuity, subject to feasibility.
- Remove or amend Action 3.4 to ensure any expectations regarding Council owned land for Affordable Housing are subject to consultation, negotiation and demonstrated feasibility for Councils.

Industry-wide interventions

- Include discussion of non-planning, industry-wide interventions that influence housing affordability, such as funding models, delivery partnerships and market incentives and explicitly outline how these mechanisms are intended to complement the planning system.

Prosperous

More jobs in the right places

The City of Canada Bay strongly supports the objective of achieving an appropriate balance between housing delivery and jobs growth in key centres, particularly considering Sydney's requirement to accommodate approximately 820,900 additional jobs by 2044. This balance is especially critical within Transport Oriented Development (TOD) areas, where centres are expected to perform multiple and complementary economic, residential and civic functions.

There is an inherent tension between the Government's ambition to concentrate employment within transit-accessible locations and its parallel emphasis on maximising housing supply around rail stations. Managing this tension will require clear strategic direction. Housing yield expectations in these locations should be reviewed to ensure sufficient capacity remains to deliver employment floor space. The Plan should provide explicit guidance on how these competing priorities are to be balanced in practice, with Actions 4.1 and 4.2 expected to support the development of a more coherent and implementable approach.

Network of Centres

The City of Canada Bay supports the new centres approach. This embeds a strong structure for regional growth and decision making and clearly identifies roles and interdependencies between the typologies. Strengthening centre and employment growth along major transport corridors is also supported. Council looks forward to being meaningfully engaged in the ongoing development of the Centre's Policy.

Centres Policy

Council requests that *The Sydney Plan* sets the framework for a Centres Policy that includes:

- Comprehensive definitions to establish the role of each centre, how it is differentiated from other typologies and where there may be overlap.
- Information on the role of different land uses within each typology e.g. what types/mix of land uses they should support and how delivery of this mix should be prioritised.
- Discussion and responses to the difference between equivalent centres across inner Sydney and outer/Western Sydney. E.g. centres in inner areas are required to accommodate a wider variety of uses due to the increasing scarcity of E4 – General Industrial and E3 – Productivity Support zones. Thought leadership on how traditional centres can evolve and absorb important displaced uses should be an important component of this work.
- Discussion and responses to the challenges of planning for an emerging, high density centre and the changing feasibility for market demand for non-residential floor space over time, i.e. how is the future centre safeguarded alongside lower demand in early years, with this growing as the centre is better supported by delivery of surrounding residential density.

Five Dock emerging retail centre

The proposed new 'retail' centre typology is welcomed, including Five Dock as an 'emerging retail centre', and will support targeted planning responses for smaller and larger 'local' centres. A clear policy direction on a suitable land use split for these centres is supported, however, further engagement is requested around the Five Dock 'Emerging Retail Centre' to:

- Clarify expectations, noting Council is finalising a masterplan and planning proposal for the metro station walking catchment and expect to place draft plans on public exhibition in the second half of 2026.
- Discuss the ability of the centre to achieve the proposed 50/50 employment and residential land use mix when redevelopment around the new Five Dock metro station is imminent and demand for employment floor space is unlikely to meet the proposed level of supply in the short to medium term.
- Discuss how conflicts between the NSW Government's aspirations for substantial housing delivery within TOD and the proposed 50/50 land use mix for Five Dock as an emerging 'retail centre' should be managed. Stronger direction on this issue is required in the Plan to safeguard the desired outcomes for the centre.

Appendix E: Jobs Guidance (p13) includes a short statement on Five Dock as an emerging retail centre, however there is no clear vision or job targets/ranges to support this. These should be added to the Plan, consistent with Appendix A: Rhodes. It is suggested that all higher order centres within the Plan contain this level of policy guidance.

Given the role of a 'retail' centre in serving a wide range of local needs, it is suggested that the name be revised to reflect the broader function of these centres. For example, the use of the term 'Urban Centre'.

Strengthening policy content for 'Retail' and 'Commercial' centre typologies

The previous District Plans included visions, priorities, job targets and clear actions to guide the growth of each 'Strategic Centre'. These inclusions provided a strong framework for protecting and negotiating the important role these centres play in Sydney's economy.

These should be replicated in *The Sydney Plan*, establishing a strong policy setting to secure job retention and capacity for future growth for each centre. Within City of Canada Bay, content should be developed for Rhodes, Five Dock and Burwood/Burwood North. An example has been prepared for Rhodes in Appendix 1 for this submission.

It is noted that *Appendix E: Jobs Guidance* shifts from setting job 'targets' to job 'ranges'. The purpose of this change and the intended implementation approach is unclear. Clarification should be added to the Plan.

Rhodes Centre

Rhodes Centre is designated as a 'Retail Centre' within *The Sydney Plan*, changed from a 'Strategic Centre' within the *Sydney Region* and *Eastern City District Plan 2018*. Projected job ranges for 2034 and 2044 have been provided, with jobs growth showing a significant reduction from the 2036 targets of the District Plan – approximately 4,900 and 6,000 less jobs at 2034-36. This reduction would appear to be related to post-COVID conditions.

The demand for employment floorspace and post-COVID job numbers will continue to grow. Commentary on Rhodes should clearly establish the need for the Rhodes

Corporate Park to be fully protected for employment generating capacity and ensure that the drop in job projections is attributed to post-COVID conditions, not to a reduced need for future floorspace, and consequently interpreted as a license to convert employment land for residential purposes. (Refer to Appendix 1)

Productive Industrial Lands (and Statewide Policy for Industrial Lands)

Dislocation of population serving industries

Over the last decade, State led precinct planning has rezoned all of the City of Canada Bay's previously held industrial land for housing supply, resulting in gradual reduction in population serving industries essential to the liveability and functioning of the area - land uses lost include car repair stations and panel beaters, food preparation and production, retail warehousing, goods repair and reuse/return and earn, renovation supply centres, storage premises and hardware and building supplies.

The Sydney Plan and the *Statewide Policy for Industrial Lands* are silent on how these essential services can be feasibly relocated. Urgent thought leadership and an innovative planning response is required to establish suitable options for accommodating these land uses locally and avoid increased travel and congestion to access these services further afield. This response should include reviewing mixed use and high density residential zones to establish opportunities and parameters for urban services where population growth is highest.

Locally Significant Industrial Land

It must be ensured that cross-boundary considerations are included in the designation and/or rezoning of local or regionally significant lands. The City of Canada Bay is now dependent on industrial lands outside of the LGA to fulfill the unique functions these lands offer. As such, land may be locally significant for the governing LGA but regionally significant when you assess the role they play beyond their borders.

Addressing this issue is especially important in Eastern Sydney where lucrative residential development continues to erode important industrial lands, and a rapidly increasing population is creating a growing demand for urban services. e.g. Concord West, Kings Bay (Parramatta Road corridor) and Rhodes East. *The Sydney Plan's* strong focus on housing provision at the expense of other important elements is expected to compound this issue, as is the removal of District level policy that provides targeted protection across eastern Sydney.

Key considerations for retention and transition of locally significant industrial land (Technical Note 1 of the *Statewide Policy for Industrial Lands*) should be reviewed to ensure these and other tensions currently being experienced across inner Sydney are adequately considered within the list criteria and will result in adequate protection

against the loss of needed and valuable industrial land for the sub region. Any review should include engagement with Councils attempting to manage these tensions.

Recommendations

Non-residential floorspace in TOD precincts

- Establish clear expectations on the provision of non-residential floorspace in TOD and accelerated precincts to protect the servicing, recreational, and civic functions of these locations.

A Network of Centres

- Council be engaged early in development of the Centres Policy, especially in relation to Five Dock as an emerging Retail Centre and its capacity to expand employment floor space.
- Include a framework for preparation of a Centres Policy that includes clear narrative, definitions and actions to clarify the role of each centre, the desired type and mix of land uses and addresses conflicts between housing delivery aspirations within TOD precincts.
- Strengthen the policy content for 'Retail' and 'Commercial' centre typologies by providing centre specific visions, priorities, job targets and clear actions to safeguard and guide the growth of each centre.
- *Appendix E: Jobs Guidance* should be updated to establish the importance of the Rhodes and include information outlined in Appendix 1 - Rhodes Case Study, particularly the vision and actions outlined.
- Provide strong protection against the conversion of Rhodes Corporate Park from employment land to mixed use/residential land, including strong narrative and actions.

Productive Industrial Lands (Dislocation of population serving industries)

- Revise the naming of 'Retail' centre to capture the broader role of these centres in providing a full range of goods and services. 'Urban Centre' would seem appropriate.

Provide narrative around the dislocation of population serving industries resulting from rezoned industrial land across eastern Sydney, and the difficulty of these industries to find well located and affordable local alternatives. Provide an action to review MU1, R4, E1, E2, E3 zones to include opportunities for local relocation of urban services and population servicing industries.

- Test the *Matters for consideration for retention and transition of locally significant industrial lands* to ensure these adequately protect the limited supply of industrial land (and essential population serving industries) in the face of pressure to convert to high value residential. Include strong criteria around the role of locally significant land in serving areas beyond LGA boundaries.

Connected

Poor integration of transport and land use planning

The Sydney Plan has a concerning lack of nuance and discussion around the critical role of mass transport connectivity in shaping cities and creating inherent value to drive development and growth. This is alarming when large areas of Sydney are currently underserved by public and active transport and experiencing increasing traffic congestion alongside significant development.

As a 40-year plan there is little to no consideration of how the transport network will need to expand to accommodate medium to long term housing supply, jobs and services or how Government is planning and prioritising new mass transit to support sustainable long-term growth. To ensure *The Sydney Plan* offers a fully integrated and visionary strategy, identification of strategic transport initiatives and prioritised actions should be included to support targeted housing supply, with *The Sydney Plan* and the *Connecting NSW Strategy, Priorities for Transport* talking to each other.

To support the growth Canada Bay is experiencing, Council has regularly requested NSW Government to prioritise and fund the transport infrastructure listed below:

- Increasing capacity on the T9 line and at Rhodes station
- Ferry wharf for Rhodes
- Mass transit on Parramatta Road (i.e. dedicated bus lane or light rail)
- Bus connections to new metro stations
- Support to deliver the NSW Government's Parramatta Road to Sydney Foreshore link

As core land use planning considerations, narrative and actions to support delivery of critical transport infrastructure should be included in the Plan.

Freight and waste servicing of high-density infill areas

The Plan provides high-level statements requiring Councils to plan for local urban freight functions and waste servicing. While Councils carry this responsibility, effective management of these issues requires genuine consideration at the planning and design stages.

In the face of State-led rezoning plans that pursue very high densities without comprehensive assessment of freight and waste servicing, or genuine consideration of the constraints these issues pose, Councils are required to manage issues that are very difficult to resolve at delivery and operations stage. Consideration in the early stages of planning is therefore paramount to adequately managing these issues.

Recommendations

Integration of land use and transport planning

- Articulate a strong, integrated transport vision for the Region, differentiating this vision to respond to Sydney's distinct areas. Develop narrative and strategic responses to deliver on this vision over the next 40 years, including clear and prioritised actions.

Freight and waste servicing of high-density infill areas

- Include an action to embed full assessments of servicing requirements (especially waste and freight movement) into Masterplans, State led rezoning and SSDAs.

Resilient

Enforceable regional performance standards and metrics

The Sydney Plan lacks recognition of the need for regional performance standards and region wide metrics and datasets to implement sustainability initiatives into land use planning, creating uncertainty and inconsistent planning outcomes. Clear standards are needed to align growth with NSW's climate and resilience goals. Targets should be nuanced to respond to Sydney's distinct areas and ability to meet aspirations.

The Sydney Plan should be anchored in established State guidance and datasets, including *NSW Climate Adaptation Strategy*, *NSW Treasury Common Planning Assumptions*, *NARClIM 2.0* and *NSW Coastal Erosion and Inundation Assessment 2025*.

Because most of NSW's growth, emissions and climate risk occur in Greater Sydney, regional benchmarks are essential to translate statewide targets into metropolitan outcomes and ensure zoning aligns with infrastructure capacity and climate risk.

Building-level or voluntary measures cannot deliver outcomes such as emissions reduction, cooling or energy efficiency. These require coordinated precinct-scale planning of density, transport, energy systems and the Green Grid.

Support for Net Zero and Heat-Resilient Precinct requirements would turn NSW's climate targets into enforceable planning controls. Making emissions alignment, heat mitigation and infrastructure readiness mandatory at rezoning would prevent growth that locks in future climate risk.

The Plan should include a requirement for enforceable standards for energy and emissions, cooling, water resilience, biodiversity and coastal risk, and treat the Green Grid as essential metropolitan infrastructure.

Detailed recommendations and statutory pathways are set out in Appendix 2.

Environmental Gateway Testing

Environmental standards alone are ineffective. Without clear delivery pathways, rezonings are able to assume critical systems, like energy, cooling, water and biodiversity infrastructure, will appear later, even when no mechanism exists to deliver them.

This disconnect leads to growth outpacing infrastructure, higher public costs and greater climate and service-delivery risks. State investment, utility coordination and rezoning need to follow a single, aligned decision process.

An Environmental Gateway Test (EGT) would close this gap by requiring proposals to show funded, sequenced infrastructure that meets regional performance standards before growth proceeds. Tying State infrastructure delivery and utility partnerships to EGT compliance ensures growth occurs where essential environmental infrastructure is planned and deliverable.

Waste

Waste management and land use planning are inherently linked and a strategy for Sydney's future should include planning for sustainable waste management to serve a rapidly growing population. This is especially important given existing landfill capacity constraints and an increasing number of high-density precincts with unique challenges.

The Plan should establish a strategy for ongoing waste management over the next 20 years, including identifying and protecting locations for State-managed landfill/collection centres and strengthening the circular economy.

Often designing for and operating waste management is an afterthought in precinct planning, rezoning and building design, creating significant operational and amenity issues for Councils. This is especially true for high-density precincts such as Rhodes, where large numbers of bins line streets and block traffic and pedestrian access.

Retrofitting waste services to a poorly designed precinct or new building can be difficult and costly and, through any additional waste charges, residents ultimately pay for poor waste design and planning decisions.

The Plan provides a cursory consideration of waste management, in terms of both supporting a circular economy and designing for and managing collection. This is consistent with poor consideration of waste management within the Low to Mid-Rise Housing reforms/Pattern Books and the TOD program.

Additionally, the Plan mentions the Draft NSW Waste and Circular Infrastructure Plan but fails to reference the Waste and Sustainable Materials Strategy 2041.

Given the projected growth of Sydney and well documented issues with waste management now and in the future, the Plan should include a separate response on planning for Waste Management. This should:

- Providing a strong narrative and policy direction for ongoing initiatives, targeted to the varied residential and commercial environments across Sydney.
- Requiring medium and high-density developments (including LMRH and TOD precincts) to appropriately store and accommodate waste generated.
- Require roads to be designed and constructed to allow for waste to be collected efficiently.
- Ensure infrastructure is in place to support a future circular economy, including opportunities to process waste to relieve pressure on landfill capacity.

Recommendations

Enforceable regional performance standards and metrics

- Embed requirements for enforceable regional performance standards and metrics for energy and emissions, cooling, water resilience, biodiversity, and coastal risk to implement NSW's legislated emissions reduction targets and resilience objectives. Metrics for ongoing adaptive management should also be required.

Environmental Gateway Test

- Apply a mandatory Environmental Gateway Test at the rezoning and uplift stage, so that growth proceeds where proposals demonstrate alignment with regional performance standards and State infrastructure and utility partnerships.

Waste Management

- Include a Response that provides policy direction on waste management, including addressing landfill capacity constraints, supporting the circular economy, effective assessment of waste management at precinct planning, rezoning and building design stages and clear actions to support managing issues in high density infill areas.

Liveable

Lack of content to support outcomes

The Plan lacks any genuine consideration of local amenity, good urban design, quality natural spaces, building resilient and connected communities and meeting a range of

social needs - elements well developed and respected within the 2018 Region and District Plans. This oversight is a strong reflection of NSW Government's focus on wholesale housing delivery at the expense of broader city and community outcomes. It is disappointing that this balance has been removed from regional policy and that the previously strong mandate for Councils and Government agencies to negotiate good design, great places and access to social infrastructure has been weakened.

This imbalance is evident in the limited actions across the challenges discussed within the *Liveable* priority. Actions in *Response 6: Create a more vibrant city* focus almost exclusively on implementation of arts, entertainment and Special Entertainment Precincts. The actions should be expanded to address the difficulty of providing new open space in infill areas, the need for innovation in this space, the need for good natural environments and connections, the provision of cultural and social infrastructure, and the creation of well-designed communities and great places. A focus on providing a mandate for these outcomes should be inherent in these actions.

Open space targets

It is positive to see an action for the Department of Planning, Housing and Infrastructure to set reasonable and achievable open space targets for each LGA. Council requests engagement on these targets, as increasing open space in areas identified for higher density is becoming increasingly difficult due to high land costs and the ongoing pressure to optimise development capacity. In many such locations, the land needed for new open space cannot feasibly be delivered through redevelopment alone, leaving Councils to consider compulsory acquisition at significant cost and risk. As the cost to acquire land is greater than can be funded by local infrastructure contributions, this results in the existing community having to fund the infrastructure needs of new residents.

It is recommended that *The Sydney Plan* include a policy position that requires new residential development to be supported by convenient access to publicly accessible open space of sufficient size and quality (e.g. within 400 metres walk of open space of at least 0.3 hectares), while allowing local planning authorities to identify how this is achieved through land dedication, acquisition, embellishment or shared-use solutions.

Green Grid

It is positive to see previous policy and planning for the Green Grid retained in *The Sydney Plan*. Council strongly supports the role of the Green Grid in greening and cooling the city and in providing green connections locally and across the region. Mapping provided in the Plan omits Green Grid assets currently shown in *Sydney Green Grid – Spatial Framework and Project Opportunities 2017*. These should be included in the Plan.

Tree Canopy

The Plan continues a strong program for urban greening, including embedding a 40% tree canopy cover and clear actions for both State and local government. While Council is working to increase tree canopy on public land, it is experiencing a significant loss of canopy throughout the LGA as trees are removed on private development sites. Review of controls to better address this gradual loss is required, including improving Apartment Design Guide deep soil zones and Complying Development requirements.

Recommendations

Vision and actions

- Expand narrative and actions to build on previous vision and actions and incorporate all elements that contribute to a Liveable Sydney.

Open Space

- Engage with Council on Open Space targets to develop reasonable and achievable targets for the constraints of the LGA. Investigation of a requirement for all new high-density development to be within 400m of public open space with a minimum size of 0.3ha' is Council's initial suggestion.

Green Grid

- Include Green Grid connections previously identified for the City of Canada Bay in the Green Grid mapping.

Tree Canopy

- Better protect tree canopy on private land, including a review of Apartment Design Guide deep soil requirements and Complying Development standards.

Coordinated

See also 'General - Infrastructure coordination' on page 5 of this submission.

Failure to adequately plan for infrastructure augmentation in infill areas

The Plan delivers a misalignment between rebalancing the region to deliver concentrated housing growth in the East and infrastructure planning with a relatively narrow focus on Urban Development Program (UDP) responsibilities and allocation of Housing and Productivity Contribution (HPC) funding, noting that UDP and HPC has a history of prioritising greenfield infrastructure and the funding is limited in its capacity to fund the full suite of required infrastructure.

While infill areas may contain valuable existing State infrastructure, it is naive to assume this will wholly address the infrastructure needs for areas undergoing significant and accelerated growth. To date this is the approach NSW Government appears to have

adopted for the inner west areas of Sydney. *The Sydney Plan* must be expanded to fully consider and actively plan for the needs of these rapidly intensifying inner areas. This should include:

- Investigating the capacity of existing assets, especially those already under considerable pressure, such as the T9 rail line, public schools serving growth precincts, existing open space, local and regional health services, waste facilities and utilities.
- Establishing required additional capacity to service short-medium term growth
- Identifying aging infrastructure and coordination of maintenance and augmentation.
- Requiring the NSW Government to plan for the full delivery cycle, including comprehensive needs assessments, prioritising and programming against budget cycles, securing adequate funding and planning for timely delivery. Review of the Place Infrastructure Compact would be beneficial to this process.

For the City of Canada Bay, these steps are critical to secure the future liveability and performance of Rhodes, Burwood North, the Homebush TOD, Kings Bay (Parramatta Road Corridor) and Five Dock, where intense development pressure is currently being experienced.

Local contributions framework

The current local infrastructure funding framework is unable to meet the needs of rapidly growing communities. Even when Councils optimise contribution rates under Sections 7.11 and 7.12, the revenue collected rarely covers the full cost of the infrastructure required to support population growth. The cap on dwelling contributions remains a significant undervaluing of the cost of servicing new residents. As a result, essential works such as roads, drainage, open space, active transport networks, and community facilities routinely exceed available contribution funding, forcing Councils to redirect general revenue or rely on external grants simply to deliver basic infrastructure.

The Essential Works List further limits Councils' ability to plan for complete, well-serviced communities. The system creates significant gaps by restricting the types of infrastructure that can be funded through contributions — particularly for social infrastructure such as libraries, community centres, cultural spaces, and recreation facilities. These facilities are critical to building strong, connected and healthy communities, yet Councils are unable to apply higher contributions as the resulting funds cannot be directed to the full scope of a community's needs. Without broadening what contributions can fund, the framework will continue to fall short in supporting sustainable, liveable growth.

Recommendations

Growth enabling infrastructure

- Strengthen *Response 5: Align Infrastructure to Planned Growth* by requiring infrastructure needs assessments in high-growth infill areas to ensure infrastructure keeps pace with planned growth. Assessments should confirm the capacity and condition of existing state and local assets, identify required upgrades, and clearly set out any additional short to medium-term infrastructure needed, including how it will be funded and delivered.

Local contributions framework

- *The Sydney Plan* commit to reviewing and reforming the local infrastructure contributions framework by removing or substantially increasing the dwelling contribution cap and broadening the Essential Works List to allow contributions to fund the full range of physical and social infrastructure required to support growing communities, including open space, active transport, libraries, community and cultural facilities.

DRAFT

Discussion Paper: A new approach to strategic planning

See also 'The Sydney Plan - General – Removal of District Plans' on page 5 of this submission

Local Strategic Planning Statements

Council welcomes the review of the current Local Strategic Planning Statement (LSPS) framework and looks forward to meaningful engagement with DPHI. The City of Canada Bay requests regular and collaborative engagement around the evolving role of LSPS's in the new strategic planning framework, with a view to ensuring they provide Council with the required statutory weight and certainty to safeguard delivery of desired outcomes.

Alignment of the timing for preparation of an LSPS with Council's strategic policy required under the Local Government Act would assist in creating a holistic and integrated response at the local level.

Evidence base

The discussion paper talks to local government agencies preparing an LSPS off a strong evidence base, without the equivalent requirement across State and Regional Plans. (p24) The new framework should outline the minimum required evidence base needed to support policy development for both Regional and Local level policy.

Recommendations

Local Strategic Planning Statements

- Clarify the role of LSPSs in the new framework, including how LSPSs can deliver a consistent and coordinated planning response across a subregion and how NSW Government's will engage in their preparation.
- Provide LSPSs with the required statutory weight and certainty to safeguard delivery of desired outcomes.
- Undertake regular and collaborative engagement with Councils on the changing role and framework for preparation of updated LSPSs
- Align timing for Councils' preparation of LSPS's with the integrated planning and reporting cycle required under the Local Government Act.

Evidence base for strategic planning

- Establish minimum requirements for a supporting evidence base for the preparation of a Region Plan and an LSPS.

Appendix 1 - Supporting Information – Rhodes Retail Centre

Rhodes is the largest economic centre within the Canada Bay LGA and designated as a 'Retail Centre' within *The Sydney Plan*, changed from a 'Strategic Centre' in the Sydney Region and District Plans 2018. The existing centre can be broadly defined as the retail core on the east of the rail line and Rhodes Corporate Park on the western side. While the Corporate Park has been impacted by a declining commuting workforce, its role as an employment centre remains important and it is well placed to absorb projected future growth.

Key facts

- Rhodes centre provides a diverse employment base, contains the highest LGA-wide economic activity and possesses high Effective Job Density, indicating a highly accessible concentration of jobs.
- As the City of Canada Bay's largest and strongest economic centre, planning for job retention and growth for Rhodes is a core focus for the City of Canada Bay. To date, this has been underpinned by Priorities and Actions in the Eastern City District Plan 2018.
- The retail precinct experiences strong trade, indicating the important role of the retail core for residents.
- The Rhodes Corporate Park clusters significant commercial/office floorspace, driving co-location and agglomeration benefits. Although market trends away from large format floorspace have resulted in vacancy rates, Rhodes remains a core asset to meeting employment targets and responding to new employment pressures over time.
- The Rhodes Corporate Park has developed a strong healthcare presence resulting from proximity to the Concord Hospital Precinct. This market segment will increase in importance as hospital functions expand to service new populations and should be further explored for ancillary services to support 'off-site' hospital-related functions.
- Transport and accessibility congestion alongside high density residential development is an ongoing issue. Connection between the station and the Corporate Park is limited to one pedestrian walkway, reducing access to services for the Corporate Park.

Vision

The priority for the Rhodes Centre is to retain its role as a main employment-generating hub of for the City of Canada Bay and surrounds. This employment focus will diversify to blend the traditional large format commercial with small boutique office space, retail, hospitality, services and community facilities to create a diverse employment mix.

Rhodes and Concord Hospital will strengthen their connection and perform complementary functions. This will be supported by an improved public transport network and greater walkability/cycling options. It also reiterates the important role that the Corporate Park plays in providing floorspace for medical R&D institutions.

The centre will focus on delivering high amenity, pedestrian comfort and a range of reasons to visit, as the key driver to retaining existing business and enticing new traders. In diversifying the employment profile, a larger workforce will be based in the centre, increasing the footfall to support hospitality and amenity ventures that underpin the social vibrancy of the centre.

Actions

- Protect existing employment capacity in Rhodes Corporate Park to strengthen and reinforce its economic role as a ‘Retail Centre’ taking a precautionary approach to the introduction of residential uses.
- Protect existing and safeguard future employment-generating capacity across Rhodes Business Park and diversify the employment profile to include commercial, retail, service and community uses.
- Augment existing rail services (T9 line and station facilities) to accommodate the role and function of Rhodes as a growing ‘Retail Centre’ within the centres hierarchy.
- Promote greater connectivity and amenity across the rail line and between Rhodes Train Station to Rhodes Corporate Park, improving safety and visibility for active travel.
- Promote place-making initiatives to improve the quality of public spaces and attractiveness of the centre.

Appendix 2 - Supporting Information - Resilient

Introduction

As NSW's largest population centre and primary economic hub, Greater Sydney is where the State's legislated climate, resilience and environmental objectives will either be delivered at scale or undermined in practice.

The City of Canada Bay (CCB) welcomes *The Sydney Plan's* recognition that resilience and sustainability must underpin Sydney's growth over the next 20 years and stresses the importance of aligning metropolitan growth with legislated statewide climate and environmental objectives.

Implementing State legislation and policy

Statewide environmental legislation establishes clear targets, duties and principles. Regional policy and directives are essential to implement these through land use planning, growth sequencing and infrastructure investment where population growth, redevelopment pressure and asset exposure are most concentrated.

The Sydney Plan should give regional effect to the following statewide legislation, policies and frameworks, including but not limited to:

- *Climate Change (Net Zero Future) Act 2023* and supporting emissions and adaptation strategies
- *Environmental Planning and Assessment Act 1979*
- *State Environmental Planning Policy (Resilience and Hazards) 2021*
- *Coastal Management Act 2016* and *Coastal Management Programs*
- *Biodiversity Conservation Act 2016* and *SEPP (Biodiversity and Conservation) 2021*
- *Electricity Infrastructure Roadmap* and related energy strategies
- *Infrastructure NSW Act 2011* and the *State Infrastructure Strategy*
- *Water Management Act 2000* and floodplain frameworks
- *Reconstruction Authority Act 2022* and the *State Disaster Mitigation Plan*
- NSW Treasury climate related financial disclosure and risk frameworks.

A range of opportunities are available to secure delivery of the above environmental frameworks, including application of regional performance standards to cascade Statewide legislation into regional and local actions, development of environmental performance metrics and datasets to support measurable and enforceable regional and place-based outcomes, amending SEPPs, LSPs, LEPs and DCPs to secure outcomes at delivery stage, developing an infrastructure and funding plan to support growth and embedding a monitoring framework.

Regional targets and performance metrics

Role of the Sydney Plan

Embedding performance standards and key measures into the NSW planning system is foundational to ensuring urban planning and development over the next 20 years deliver on the NSW Government's resilience and climate change policy.

The Sydney Plan should include clear directives and actions that require preparation of regional targets and environmental performance metrics and datasets by 2027.

Without this regional lens, implementation of sustainability frameworks risk becoming fragmented, inconsistent and difficult to audit—particularly in metropolitan LGAs where cumulative impacts, shared infrastructure and limited adaptation capacity amplify the consequences of planning decisions.

Regional targets and performance metrics should be developed to respond to:

- climate resilience
- integrated water management
- emissions reduction and net zero
- urban greening and heat mitigation
- biodiversity
- coastal risk

Benefits

Requiring preparation of targets and metrics will enable:

- Consistent decision-making across LGAs – Regional standards provide clarity and uniformity, reducing fragmented approaches.
- Reduced risk of climate maladaptation – Growth only proceeds where future climate thresholds and funded adaptation pathways are met.
- Defensible rezoning decisions – Statutory evidence and determinative tests strengthen auditability and legal defensibility.
- More efficient infrastructure investment – Sequencing growth with funded delivery pathways avoids costly retrofits and duplication.
- Clearer expectations for development proponents – A single, repeatable gateway test simplifies compliance and reduces uncertainty.
- Derisking long-term investment for NSW Government, councils and the private sector – by conditioning uplift on climate readiness and funded infrastructure, the approach reduces exposure to:
 - Avoidance of stranded assets (e.g., buildings or infrastructure that cannot operate under future climate conditions or emissions laws)
 - Avoidance of unfunded adaptation costs (e.g., emergency retrofits, disaster recovery)

- Assessment of climate-related liabilities (e.g., Treasury risk disclosure obligations, insurance exposure). This ensures growth occurs where resilience and emissions performance are demonstrably achievable within planning horizons.

Environmental Gateway Test

Greater Sydney's planning system already makes many growth decisions at the precinct scale (centres, corridors, State-led renewal). The City of Canada Bay recommends *The Sydney Plan* give effect to a simple, repeatable Environmental Gateway Test (EGT) for rezoning proposals to ensure emissions reduction, peak demand management, cooling and hazard avoidance are fully assessed and managed at rezoning stage, not discretionary at DA. This approach formalises Net Zero Precincts and Heat Resilient Precincts.

Rationale for the Environmental Gateway Test

The Sydney Plan's environmental intent can be achieved through a single, repeatable EGT, applied prior to a determination of a planning proposal or equivalent land use uplift. An EGT closes critical gaps in the current NSW planning system by embedding climate resilience and emissions performance as required conditions for rezoning and uplift.

What changes with Environmental Gateway Test adoption

- Risk screened, future climate based rezonings with determinative hazard overlays and paused uplift where risks are unresolved.
- Emissions performance as a condition of uplift, requiring demonstrated alignment to the regional trajectory and precinct energy/load plans that cut peak demand and manage EV loads.
- Cooling delivered as infrastructure, through quantified Precinct Cooling & Shade Plans tested against NARcliM 2.0, integrated with energy/transport design.
- Blue-Green Network treated as primary resilience/cooling infrastructure, aligned to statutory biodiversity and coastal frameworks.

Importance of a Precinct Approach?

Precincts are the building blocks of the city and the most effective scale for translating a regional net zero trajectory into deliverable planning decisions. They sit at the point where rezoning, land-use intensity, built form, energy demand, transport and public-domain design intersect—allowing emissions performance to operate as a threshold and condition of uplift, with proposals required to demonstrate alignment with the metropolitan pathway before growth proceeds.

Precincts also enable system-level outcomes that building-by-building controls cannot achieve. In established LGAs such as City of Canada Bay, incremental redevelopment and shared electricity infrastructure mean that individual building efficiency measures cannot materially reduce peak electricity demand or grid dependency. Precinct-scale energy, emissions and load planning provides one of the few viable pathways to coordinate EV charging, shared or embedded energy systems and passive cooling—so decarbonisation, heat mitigation and climate gateway requirements are resolved at rezoning, not deferred to development assessment.

Embedding precinct-scale adaptation and emissions performance implements the city's risk-readiness obligations by ensuring that essential planning considerations are addressed early through precinct controls and uplift decisions. This approach gives practical effect to the Climate Change (Net Zero Future) Act 2023, which legislates NSW's emissions reduction targets—50% by 2030, 70% by 2035 and net zero by 2050—and establishes an objective to improve climate resilience.

The precinct approach also builds on the concept of Net Zero Precincts first introduced in the Greater Sydney Region Plan – *A Metropolis of Three Cities* (2018). If adopted, Council's recommendations formalise net zero precincts within *The Sydney Plan* by providing clear statutory hooks, thresholds and funded delivery pathways, ensuring decisions are auditable, defensible and aligned with future-climate evidence.

Benefits of the EGT approach

- *Meets NSW law:* Aligns rezoning with Climate Change (Net Zero Futures) Act legislated 2030/2035/2050 targets and the resilience objective.
- *Uses existing tools:* SEPP hazard overlays and NARClIM 2.0 and precinct planning—no bespoke modelling required.
- *Reduces future costs:* Avoids climate maladaptation and stranded assets; supports Treasury climate risk obligations.
- *Improves certainty:* One repeatable test; uplift proceeds only where alignment/thresholds/funding are demonstrated.
- *Delivers co-benefits:* Lower peak demand, EV readiness, cooler public domain, protected foreshore/canopy.

- *Council role is clear:* We identify precincts and set LEP/DCP standards; the State enables delivery via SEPPs, modelling guidance, and targeted funding.

Establishing an Environmental Gateway Test

The Sydney Plan would require a single EGT at rezoning stage. Ideally an EGT would ensure growth proceeds only where proposals can:

- *demonstrate alignment* with the regional emissions trajectory via precinct scale energy/load modelling;
- *meet future climate heat and hazard thresholds* (heat, flood, coastal) using recognised State datasets (e.g. NARClIM 2.0) and statutory mapping; and
- *identify funded, deliverable precinct infrastructure* (energy, EV charging, cooling/green-blue network, IWM) with clear accountability

For the purposes of this submission, *growth precincts* include precincts subject to State led or State supported rezonings, urban renewal areas, transport-oriented developments, corridor and centre uplift areas, and other locations where planning controls are amended to enable increased density, yield or land use intensity.

Where climate, energy, heat, biodiversity or water constraints cannot be mitigated or adapted within the planning horizon, growth sequencing should be reviewed to determine environmental and financial risks (at precinct level, regionally and State wide) and if these risks create a fundamental issue with proceeding. Actions required to ensure legislative targets can still be met should also be included.

This gateway approach is particularly critical in Canada Bay, where limited land supply and established urban form constrain post approval adaptation options.

Application

- *Gateway for Planning Proposal Gateway* - Assessment of planning proposals must apply an EGT before a Determination can be made.
- *Statutory weight of evidence* - Climate and hazard evidence under *SEPP (Resilience & Hazards) 2021, Coastal Management Act* mapping, and recognised State datasets (including NARClIM 2.0) are determinative inputs to Planning Proposal Gateway Determinations, not advisory overlays.
- *Time horizons* - Test performance against 0–10, 10–25 and 25–50+ year horizons to reflect operational, growth and asset lifespans.
- *Compound (multi-hazard) risk* - Consider interactions (heat and energy demand; flood/coastal risk and access; heat and vulnerability) in precinct planning and sequencing.

An example of the application of regional targets and performance metrics to urban cooling and heat mitigation is provided below.

Urban Cooling & Heat Mitigation

“Every 10 per cent increase in tree canopy cover can reduce land surface temperatures by 1.13 degrees Celsius”¹

Regional targets and environmental performance metrics

Regional Target / Objective

- Reduce heat exposure and daytime energy demand through enforceable cooling standards and future-climate stress testing.

Key Metrics / Indicators

- *Urban tree canopy*: ≥40% region-wide by 2050; interim ≥30% by 2030 in priority precincts.
- *Precinct Cooling & Shade Plans* (quantified): canopy at maturity, shade coverage ≥50% of public domain in heat-vulnerable areas by 2030; permeable surface ratio ≥30%; heat-safe routes coverage to 100% in priority precincts (use Greener Neighbourhoods + Cooler Places guidance).
- *Cooling performance* stress-tested against NARClIM 2.0 future heat projections (method referenced in State resources).

Rationale & Sources

- The Greater Sydney Region Plan 2018 sets the canopy objective and explains why densifying areas need planned space for trees; it cites the 1.13°C cooling effect per 10% canopy. See: [Urban tree canopy is increased](#), Greater Sydney Regional Plan 2018 and [Greater Sydney Biodiversity Survey | Surveys, monitoring and records | Environment and Heritage](#)
- Public reporting references 40% by 2036 and highlights challenges on private land—underlining the need for statutory controls. See: [ABC News](#) and <https://www.abs.gov.au/statistics/measuring-what-matters/measuring-what-matters-themes-and-indicators/sustainable/biological-diversity> [Biological diversity | Australian Bureau of Statistics](#)
- NSW resources support cool design and data-led prioritisation: [Greener Neighbourhoods](#) and [Cooler Places / Take Action with Greening](#) ([resource page](#)). [[greater-sydney.com](#)] [[environmen...nsw.gov.au](#)]
- Stress testing with NARClIM 2.0 is referenced in NSW guidance/tools; see WSROC note on new datasets and policy updates: [WSROC news](#).

Environmental Gateway Test

Gateway requirement

- Proposals must meet cooling performance thresholds using Sydney Heat Smart/WSROC tools and test long term effectiveness against NARcliM 2.0 future temperatures/heatwaves; uplift is conditioned on a Precinct Cooling & Shade Plan with quantified outcomes (canopy at maturity, shade coverage, permeable ratios, heat safe routes).

Local responsibilities

- LSPS: Identify heat-vulnerable precincts and set future-ready cooling objectives guiding rezonings and sequencing.
- LEP/DCP: Protect deep soil/ventilation corridors; mandate quantified cooling standards calibrated to future thermal conditions.

State responsibilities

- Provide consistent guidance and datasets for applying NARcliM 2.0 for precinct planning; align funding and benchmarking with Sydney Heat Smart/WSROC indicators.

Statutory Planning Instruments

The *Sydney Plan* must provide a directive to cascade sustainability initiatives through to regional and local planning instruments and to translate standards into statutory controls. This should include:

- Amending State Environmental Planning Policies (SEPPs)*: Incorporate regional targets for emissions, cooling, water resilience, biodiversity, and coastal risk into SEPPs such as *Resilience & Hazards* and *Biodiversity & Conservation*.
- Example: The Greenfield Housing Code* already embeds minimum deep-soil and tree planting requirements in SEPP (Exempt and Complying Development Codes), demonstrating how environmental standards can be codified statewide.
- Issuing Ministerial Directions* under the EP&A Act to establish a mandatory Environmental Gateway Test at Gateway: Make the proposed Environmental Gateway Test (EGT) a mandatory condition for planning proposals, ensuring future-climate thresholds and funded infrastructure pathways are determinative. Example: *Direction 4.2 – Coastal Management* currently requires consistency with CMPs at Gateway, showing precedent for determinative environmental checks.
- Adapting Local Strategic Planning Statements (LSPS)*: Require councils to embed regional performance standards and targets in LSPSs and Housing Strategies,

¹ [Urban tree canopy cover is increased - Greater Sydney](#), and [Greater Sydney Region Plan](#) 2018 referring to NSW Office of Environment and Heritage Government 2015, Technical Guidelines for Urban Green Cover in NSW, NSW Government, Sydney.

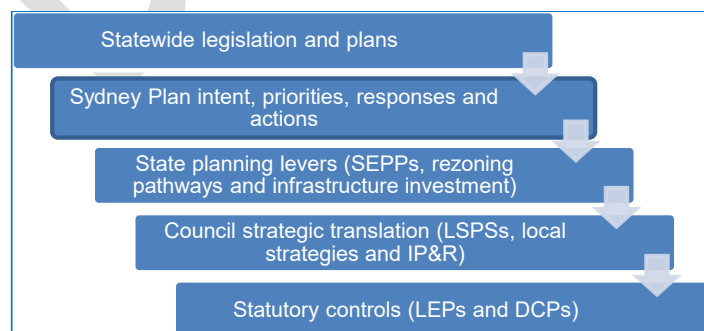
identifying priority precincts for Net Zero, Heat Resilience, Integrated Water Management and Green-Blue Network delivery, mode-share and active transport.

- *Local Environmental Plans* - Apply hazard overlays and enable all-electric development
- *Development Control Plans*: Set controls and quantified outcomes such as canopy %, deep soil, WSUD readiness, EV infrastructure, and Precinct Cooling & Shade Plans tested against NARClIM 2.0 projections. Example: City of Sydney DCP includes controls for tree planting and deep-soil provisions to meet canopy targets.

Additional considerations

To be successful in achieving the NSW Governments climate and environmental objectives support must be provided for additional elements that sit outside of existing planning frameworks. Actions include:

- *Funding and Infrastructure Sequencing* – Tie State infrastructure funding and utility partnerships to EGT compliance and measurable delivery outcomes (emissions, energy balance, mode-share, cooling, biodiversity, IWM). Example: The Housing Acceleration Fund and Precinct Infrastructure Plans already tie funding to infrastructure readiness—this model can be extended to environmental performance.
- *Monitoring and Accountability* – Annual metropolitan reporting against regional targets (emissions and energy trajectory, canopy, biodiversity connectivity, IWM readiness etc). Make compliance auditable through the Net Zero Commission and SEED dashboards. Example: The Net Zero Emissions Dashboard provides a precedent for transparent, statewide reporting.
- *Consistent delivery logic* - clearly articulate a repeatable delivery logic, applicable across environmental themes, that translates Statewide legislation, plans and priorities into consistent deliverables and outcomes. Below is an example of what is required.



- *Dataset hierarchy* - Where multiple datasets exist, planning decisions should be informed by adopted State or metropolitan datasets (e.g. NARClIM, Sydney Heat Smart); Subregional tools recognised by the State (e.g. WSROC Cooler Suburbs Tool); Locally adopted strategies and studies, where consistent with State evidence.
- *Time horizons* - Environmental performance requirements should be assessed against relevant planning horizons, including short-term operational horizons (0–10 years), medium-term growth horizons (10–25 years), and long-term climate and infrastructure lifespans (25–50+ years).

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Report on Progress

July to December 2025

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Acknowledgement of Country

The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land.

Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.

Front cover image: Enjoying a game together at the official opening of the Rhodes Recreation Centre.

Mayor's Message

Over the past six months, the City of Canada Bay has continued to deliver on its commitment to creating vibrant, inclusive, and sustainable spaces that support community wellbeing and enhance liveability. This progress report outlines the achievements of the first half of the financial year and reflects our ongoing focus on delivering infrastructure and public spaces that respond to the needs of our growing population.

A key milestone during this period was the official opening of the Rhodes Recreation Centre on 15 November 2025. This \$80 million facility welcomed more than 400 residents at its launch and now stands as a leading destination for sport, health, and community connection. Featuring contemporary fitness areas, multipurpose rooms, and inclusive programming for all age groups, the centre sets a new benchmark for active living and social infrastructure in Rhodes and the broader local government area.

In Concord, the upgrade of Central Park Playground has transformed the site into a nature-based play space designed to encourage outdoor activity and imaginative play. The new playground provides inclusive elements for children of all ages and abilities, with features such as a climbing net structure, multi-use play unit, swings, cubby house, and toddler play items. Sensory play components, accessible pathways with rubber soft-fall, improved footpath connections, and new amenities including picnic tables, shelters, and seating contribute to a safe and welcoming environment for families.

The new Brett Park fitness station in Drummoyne was delivered to provide residents with free, accessible opportunities for outdoor exercise and its location complements the popular Bay Run. The station includes a mix of cardiovascular, strength, and flexibility equipment, installed on rubber soft-fall flooring to enhance safety. Additional improvements such as sandstone seating and newly planted shade trees further contribute to the amenity and usability of the space.

These projects reflect Council's shared vision of a city that promotes healthy lifestyles, supports inclusive community infrastructure, and provides high-quality public spaces for all residents. Thank

you for your continued engagement and support as we work together to shape a city that is resilient, connected, and prepared for the future.

The rest of this report provides more information about this reporting period. I look forward to the delivery of the remainder of this year's program to the community in the coming months.



Michael Megna
Mayor



Report on Progress

July to December 2025

General Manager's Message

The first half of the financial year has been marked by strong community engagement and the successful delivery of key initiatives that foster connection, inclusion, and civic pride across the City of Canada Bay.

It is important to start this update with the official opening of the Rhodes Recreation Centre which took place in November. This facility represents a long-term commitment to enhancing recreational opportunities and community infrastructure in Rhodes. This \$80 million investment provides spaces for health and wellbeing, as well as all-weather meeting spaces for making social connections. It's a valuable asset for ongoing use by the growing Rhodes community and residents from the broader local government area alike.



Major events have continued to play a central role in activating public spaces and strengthening local identity:

- Five Dock once again hosted Ferragosto in August, one of Sydney's most celebrated street festivals, attracting tens of thousands of attendees and showcasing the cultural vibrancy of our area through food, music, and entertainment.
- Despite an early closure due to inclement weather, the Concord precinct was transformed into a dynamic community space for Halloween celebrations that brought the community together in a spirit of creativity and celebration.

Environmental stewardship and sustainability also remained a priority:

- National Tree Day was celebrated in July with tree planting and a successful tree giveaway in Concord, supporting urban greening and community participation.

- Concord Community Garden Open Day in October promoted sustainable living and local food production, with residents engaging in shared learning and environmental connection.
- The shoreline clean-up at Halliday Park in Five Dock in September mobilised community volunteers to prepare for the arrival of the bar-tailed godwits, reinforcing our commitment to habitat protection and biodiversity.

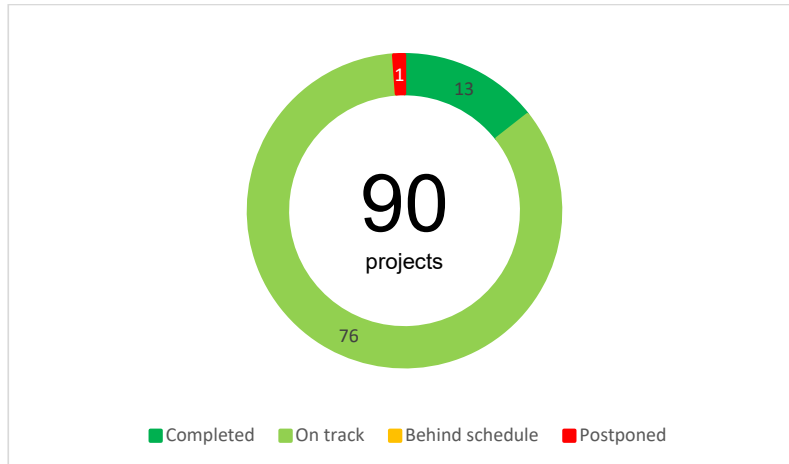
I will take this opportunity to acknowledge and thank the residents, volunteers, and stakeholders who contributed to these outcomes. Through collective effort, we continue to build a city that is resilient, welcoming, and future-ready. Read on in this report to learn more about our achievements this reporting period.

John Clark
General Manager

Year to date overview

The following charts show the progress of Council’s scheduled capital infrastructure and operational projects as at December 2025.

Capital infrastructure project progress



[Attachment 1: Behind schedule and postponed capital infrastructure commentary](#)

[Attachment 1: Behind schedule and postponed capital infrastructure commentary](#)

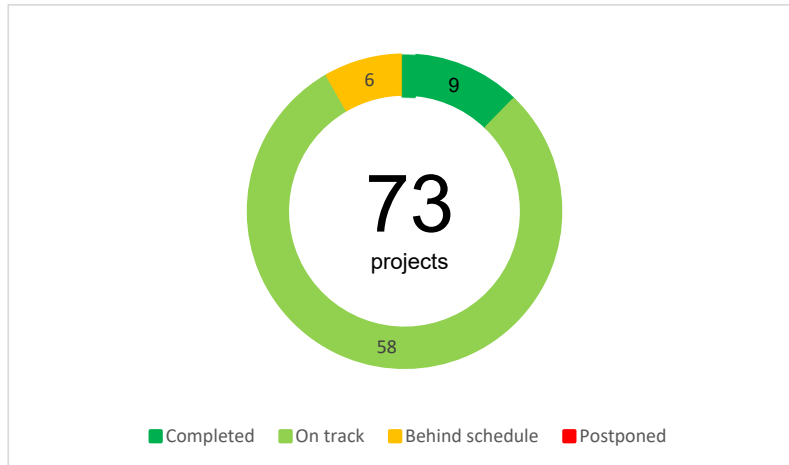
[Attachment 1: Behind schedule and postponed capital infrastructure commentary](#)

Capital infrastructure projects key

| | |
|------------------------|---|
| Completed | The scheduled activities are completed. |
| On track | The scheduled activities are on track for completion within the project time frame. |
| Behind schedule | This project is progressing at a rate that is behind its original schedule. |
| Postponed | This project has been deferred to a future year. |

Commentary on delayed and postponed capital infrastructure projects is located in [Attachment 1: Behind schedule and postponed capital infrastructure commentary](#)

Operational project progress



Operational projects key

| | |
|-----------------|--|
| Completed | The scheduled activities are completed. |
| On track | The scheduled activities are on track for completion within the project time frame. |
| Behind schedule | This activity is progressing at a rate that is behind its original schedule. |
| Postponed | This activity has been deferred to a future year or may be removed from the program. |

Capital infrastructure program highlights

The following major highlights of the capital works program were completed in this reporting period.

Rhodes Recreation Centre

The Rhodes Recreation Centre project was completed and officially opened to the community in November 2025.

The Centre boasts a state-of-the-art gym with cardio and weights areas. There are two large indoor sports courts catering for a variety of sporting uses. There is a creche available for the children of gym users and organised fitness classes to commence in 2026.

The growing local community at Rhodes now has indoor spaces available to use for gatherings of all kinds. "The Canvas" multi-purpose venue space is available for community bookings and the large community lounge with adjacent café is a convenient space to get together out of the weather.

Allied health and wellbeing spaces are also part of the development, with a medical centre, childcare centre, and an oral surgeon to open in the future.

Having been planned and constructed over a period of years it is a facility worthy of in the modern, connected neighbourhood of Rhodes.



Rhodes Recreation Centre on Opening Day 15 November 2025.

Brett Park fitness station, Drummoyne

The Brett Park fitness station is located alongside the Bay Run in Drummoyne. This facility includes a set of exercise elements that enable the community to participate in fitness activities for free and out in the open-air.

New shade trees have been planted adjacent to the fitness station and sandstone benches are located around the perimeter of the exercise space to encourage people to enjoy the visit.

Nearby public amenities make the fitness station a convenient place to incorporate into a healthy, active lifestyle in the Drummoyne area.



Brett Park fitness station, Drummoyne.

Central Park Playground, Concord

The Central Park Playground upgrade was completed in October 2025.

The playground is located in an area of natural shade and includes a mix of play equipment with slides, a climbing net, and a cubby house for younger children. New concrete paths, a scooter circuit, sandstone seating, and upgraded picnic facilities make the park both functional and inviting. A new fence along Wellbank Street enhances safety, supporting the goal of making the park a vibrant and secure community hub.

To celebrate the completion, Council hosted an opening event in October 2025, inviting residents to explore the upgraded space and enjoy family-friendly activities. This milestone highlights the success of community collaboration and thoughtful design, transforming Central Park into a destination that encourages active play, social connection, and outdoor enjoyment for all ages.



Central Park Playground, Concord.

Operational projects update





Introduction

Council's Operational Program is in place to progress the goals of the Community Strategic Plan (CSP): Our Future 2036. The operational projects are grouped using the following CSP directions:

- Direction 1: Connected Community**
- Direction 2: Sustainable and Thriving Environment**
- Direction 3: Vibrant Urban Living**
- Direction 4: Infrastructure and Transport**
- Direction 5: Civic Leadership**

The tables contained in this section of the report detail the progress on each of the operational projects from Council's Delivery Program July to December 2025 and Operational Plan July to December 2025. Where projects are identified as 'behind schedule' or 'not progressing, an explanation is provided.

This report uses the coloured symbols below to identify the current status of all activities in the July to December 2025 Operational Plan as at 31 December 2025.





| | |
|---|--|
|  | Completed – the scheduled activities are completed. |
|  | On track – the scheduled activities are on track for completion within the project timeframe. |
|  | Behind schedule – this project is progressing at a rate that is behind the approved schedule. |
|  | Postponed - This activity has been deferred to a future year or may be removed from the program. |

Connected Community

Goal 1.1.

Foster an inclusive community where diversity is welcomed and celebrated


1.1.1. Deliver community initiatives that celebrate diversity and strengthen social inclusion and belonging.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|--|--|--|
| Library & Community Services |  | 1.1.1.1 Revise the City of Canada Bay Social Infrastructure Strategy. | This project has been postponed for two months so that it can be included within the Infrastructure Strategy. |
| Library & Community Services |  | 1.1.1.2 Increase library volunteer positions for local studies and library programs . | This project is on track for completion this financial year, with local studies projects and tasks drafted and role descriptions for children's and technology programs drafted for potential volunteers. |
| Library & Community Services |  | 1.1.1.3 Implement a multicultural Library program of events that celebrates, showcases and shares cultural diversity for all ages. | This project is behind schedule due to staff vacancies. Implementation will begin in early 2026 with Lunar New Year. |
| Library & Community Services |  | 1.1.1.4 Implement an ongoing library program for people with dementia and their carers. | To ensure that this project is meaningful and meets the needs and interests of people with dementia and their carers in our community, the first stage being undertaken is research and community engagement which will then support development and delivery. |



Report on Progress



July to December 2025

| | | | |
|------------------------------|---|---|--|
| Library & Community Services |  | <p>1.1.1.5 Develop and deliver an annual program of creative and informational learning events for adults and seniors.</p> | <p>This project is on track. The Inclusion Programs Officer has delivered a series of five engaging talks and information sessions in partnership with UNSW, University of Sydney, Sydney Local Health District, Services Australia and My Aged Care. Officers have also developed a program plan to launch the new Create.Make.Connect program for the City of Canada Bay community.</p> <p>Our Create.Make.Connect program will launch in February 2026 with an upcycling jewellery workshop, a ceramics workshop and a Still life drawing workshop for Seniors during the Seniors Festival. Additional activities, such as ceramics, will be scheduled throughout the year across all library locations, as an ongoing library program for the community.</p> |
|------------------------------|---|---|--|

Goal 1.2.

Celebrate, recognise and honour Aboriginal and Torres Strait Islander cultures

1.2.1. Increase opportunities to celebrate Aboriginal and Torres Strait Islander cultures.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|---|--|--|
| Communications & Engagement |  | <p>1.2.1.1 Oversee implementation of the Innovation Reconciliation Action Plan.</p> | <p>Council's Community Development Manager has been newly appointed as Chairperson of the working group for the Reconciliation Action Plan. A new working group has been established. Development of the Innovation RAP is scheduled to occur in first half of 2026.</p> |
| Library & Community Services |  | <p>1.2.1.2 Develop and deliver an annual program of First Nations knowledge, culture and history events for adult audiences at our Libraries.</p> | <p>This project is on track for completion in this financial year with two workshops confirmed and ready to be promoted at the start of the new calendar year.</p> |






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Goal 1.3.

Provide the community with equitable access to a range of programs, services, and facilities

1.3.1. Deliver equitable community and cultural spaces and facilities that respond to the diverse needs of the community.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|-----------------------------|---|---|---|
| Building Services & Fleet |  | 1.3.1.1 Prepare the City of Canada Bay Public Toilet Strategy | This project is behind schedule so that it can be included within the Infrastructure Strategy. |
| Building Services & Fleet |  | 1.3.1.2 Update the National Public Toilet Map with up-to-date information on City of Canada Bay facilities. | The National Public Toilet Map has now been updated with current information on all Council public toilets. This has resulted in greater convenience for the community and public. Explore the map here: https://toiletmap.gov.au |
| Property Strategy & Leasing |  | 1.3.1.3 Develop the Rental Assessment and Subsidy Policy. | The Policy has been drafted and next steps are being considered. |


1.3.2. Deliver equitable programs and services that respond to the diverse needs of the community.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|---|--|---|
| Library & Community Services |  | 1.3.2.1 Deliver a series of Library programs that support sustainability practices and understanding in the community. | Within the reporting period, the Library Service delivered an upcycle Book Week costume workshop for parents, a native wildlife encounter and information session for pre-school aged children and an Electrify your home information session for adults. |
| Library & Community Services |  | 1.3.2.2 Undertake a review of the Library Technology Plan. | The Library Technology Plan has been reviewed and new technology upgrades are documented. Improvements to Printing services and Automatic renewal of loans for the community have been highlighted. |
| Library & Community Services |  | 1.3.2.3 Implement the Canada Bay Youth Connect Project. | This project was completed within the reporting period. |




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|------------------------------|---|--|---|
| Library & Community Services |  | 1.3.2.4 Develop a Multicultural Project to improve social cohesion and safety for our diverse community. | This project is progressing with the involvement of Council's community partners. |
|------------------------------|---|--|---|



1.3.3. Deliver initiatives that address local housing affordability.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|-----------------------------|---|---|--|
| Property Strategy & Leasing |  | 1.3.3.1 Develop a five-year program of affordable housing acquisitions. | A strategy has been developed and on track, Council has acquired additional properties with further properties to be acquired. |

Goal 1.4.

Promote a community where residents feel safe and secure, and enjoy good health




1.4.1. Implement initiatives that contribute to the community's sense of safety.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|---|---|---|
| Library & Community Services |  | 1.4.1.1 Deliver projects from the Child Safe Action Plan. | The Child Safe Leadership Group continues to meet regularly, driving progress on the Child Safe Action Plan and fostering a culture of awareness across Council. Staff are encouraged to apply a child-safe lens to their work and speak up when concerns arise. All new employees now complete a Child Safe induction, supported by tailored eLearning modules, while recruitment processes have been strengthened to embed Working With Children Checks in relevant roles. Recent achievements include amplifying children's voices in the Annual Report and equipping Library and Recreation Centre teams with the skills to better support young people using Council facilities. Looking ahead, we remain committed to advancing this work as we prepare to launch the second iteration of the Child Safe Action Plan in 2026. |
| Library & Community Services |  | 1.4.1.2 Deliver primary prevention initiatives to address family and domestic violence. | Activities that support access to domestic and family violence services, build capacity within the sector and promote respectful relationships have been delivered to community. |




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|------------------------------|---|--|---|
| Library & Community Services |  | 1.4.1.3 Deliver the three-year community Cyber Security Grant to implement a cyber safety program for people from culturally and linguistically diverse backgrounds. | Workshops and consultation regarding cyber safety have been delivered to Italian, Mandarin, Cantonese and Korean speaking seniors groups. |
| Building Services & Fleet |  | 1.4.1.4 Develop a CCTV and security network improvement plan. | With the recent adoption of the Closed-Circuit Television (CCTV) Policy, Council will begin analysing current CCTV performance and work towards developing a comprehensive improvement plan. |
| Open Space |  | 1.4.1.5 Conduct Crime Prevention through Environmental Design (CPTED) audits in partnership with Burwood Local Area Command. | Council's Open Space design team continue to consider crime prevention in the development of open space facilities, parks and playgrounds, as well as liaise with the Burwood Local Area Command of the NSW Police Force as required. |

1.4.2. Implement initiatives that support local resilience and adaptability.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|--|
| Sustainability & Waste |  | 1.4.2.1 Deliver a climate resilience engagement program for the community. | Council partnered with the Australian Red Cross to deliver two EmergencyRedi workshops and 29 people registered to attend. |




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Goal 1.5.

Provide open space, facilities, and programs that promote active lifestyles

1.5.1. Improve the quality and capacity of open space to support a diversity of recreation activities.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|---------------------------|---|---|--|
| Project Management Office |  | 1.5.1.1 Consolidate plans of management for community land. | Council has continued the strategic planning of public open space this quarter through the development of Masterplans. During this reporting period, the Masterplan for Five Dock Park was adopted, and Masterplans for Campbell / Lysaght Parks Precinct and Cabarita have progressed. A generic Plan of Management project for all community and Crown land is scheduled to commence in April-May 2026. |

1.5.2. Develop opportunities for new and connected open spaces, recreation facilities and programs.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|---|
| Recreation Management |  | 1.5.2.1 Prepare and implement the operational management plan for the Rhodes Recreation Centre. | This plan is on track and has culminated in the Rhodes Recreation Centre opening to the public on 20 October 2025, followed by the official opening event held on 15 November 2025. |
| Open Space |  | 1.5.2.2 Commence a review of the Playground Strategy. | The review of the Playground Strategy will commence as planned in 2026. In future, it will be included within the Infrastructure Strategy which is being developed as a Council-wide project covering numerous facilities and infrastructure. |



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July to December 2025

Performance measures

| Measure | Baseline | Target | Frequency of reporting | Result as at 31 December 2025 |
|---|--------------------------|----------------------|------------------------|-------------------------------|
| Number of library service visitors, including the Learning Space* | 200,000 yearly (2022-23) | Maintain or increase | Every six months | 252,618 |
| Number of library service members* | 34,000 members (2022-23) | Maintain or increase | Annually | - |
| Number of community groups and organisations supported during the year* | 20 (2022-23) | Maintain or increase | Annually | - |
| Percentage capacity of Council's recreational bus trips for senior residents* | 65% (2021-22) | 70% | Every six months | 50% |

* Outcomes that Council can control


** Outcomes that Council can influence

Sustainable and Thriving Environment

Goal 2.1.

Reduce greenhouse gases

2.1.1. Implement the Emissions Reduction Action Plan.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|--|
| Sustainability & Waste |  | 2.1.1.1 Deliver a program for residents (homeowners and renters) that supports energy efficiency and reduce greenhouse gas emissions. | An audit of apartment rooftop solar systems was commenced this reporting period. Three home energy auditing kits are available at Council's libraries for community members to borrow. Four individual home energy consultations were completed in the reporting period. |



2.1.2. Implement the Electric Vehicle (EV) Strategy and Action Plan.

This principal activity is being delivered in the Sustainability and Waste business unit work plan. Highlights will be presented in the Annual Report.

Goal 2.2.

Increase urban tree canopy


2.2.1. Implement the Urban Tree Canopy Strategy.




| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|---|
| Open Space |  | 2.2.1.1 Continue the review of actions and targets within the Urban Canopy Strategy. | Council's review of actions and targets within the Urban Canopy Strategy is continuing in parallel with work on the Street Tree Masterplan. The project is on track for completion in 2026. |
| Open Space |  | 2.2.1.2 Finalise the Street Tree Masterplan. | A draft Street Tree Masterplan has been prepared for internal stakeholder review. Further work on the masterplan will take place in 2026. |

Goal 2.3.


Reduce waste to landfill through waste avoidance and increasing recycling and reuse

2.3.1. Implement the Resource Recovery and Waste Strategy.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|---|
| Sustainability & Waste |  | <p>2.3.1.1 Deliver projects and programs for residents targeting waste diversion and increased recycling of materials in apartments and houses.</p> | <p>Council has continued to deliver a range of programs and events aimed at waste diversion and increased recycling of materials in apartments and houses. Key achievements for the reporting period include:</p> <p>Apartment recycling program</p> <ul style="list-style-type: none"> Implemented across 22 properties, supporting 1,108 households in eight suburbs. <p>Food Organics and Garden Organics (FOGO) Trial</p> <ul style="list-style-type: none"> Delivered to 2,666 households across 56 properties in nine suburbs. Successfully diverted 79.7 tonnes of food and garden organics from landfill, averaging 1.8 tonnes per week. <p>Community engagement</p> <ul style="list-style-type: none"> Delivered eight workshops focused on waste avoidance, reduction, and circular economy principles. Hosted one major engagement event at Ferragosto. <p>HomeCycle service</p> <ul style="list-style-type: none"> Recorded 1,613 bookings, diverting 22,016 kg of waste from landfill (July – 31 October). <p>Community Recycling Centre (CRC)</p> <ul style="list-style-type: none"> Welcomed 4,563 visitors, diverting 19,601 kg of materials from landfill (July – 26 November). <p>Drop-off day events</p> <ul style="list-style-type: none"> 20 September event: 828 vehicles, total 15,600 kg collected (including 13,160 kg e-waste, 123 kg EPS, 2,732 kg textiles, and 1,339 kg bikes). Rhodes and Liberty Grove collection event Conducted 23 collections, diverting 571 kg of materials (including clothing, toys, e-waste, cardboard, globes, and batteries). |

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| | | | <p>Clothing recovery</p> <ul style="list-style-type: none"> At 12 bins across seven locations, 51,573 kg of clothing was diverted from landfill. <p>Medical waste program</p> <ul style="list-style-type: none"> Across the ten locations, 5,130 kg of medical waste was collected and diverted from landfill. |
| Sustainability & Waste |  | 2.3.1.2 Undertake research into developing a Circular Economy Plan. | A Circular Economy gap analysis has been completed, and a draft Roadmap has been developed to guide future actions. |
| Sustainability & Waste |  | 2.3.1.3 Undertake review and update of the Waste Strategy. | The review of the Waste Strategy and associated actions has commenced to align with current priorities and emerging best practices. |
| Sustainability & Waste |  | 2.3.1.4 Undertake review of the Commercial Waste Service, deliver the Commercial Waste Plan 2025-2030, and implement the first-year actions outlined in the attached Action Plan. | The review of the Waste Strategy and associated actions has commenced to align with current priorities and emerging best practices. |




2.3.2. Deliver innovative programs aimed at reducing illegal dumping and littering.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|--|--|--|
| Sustainability & Waste |  | 2.3.2.1 Investigate opportunities for public place infrastructure enhancements to reduce litter. | A bin and litter audit has been completed in Rhodes, informing targeted improvements to public place infrastructure. Twenty new model bin enclosures have been installed at Rhodes Foreshore, Rider Boulevard and the Rhodes boat ramp to replace damaged and vandalised units, with two additional enclosures added along Rider Boulevard to increase capacity. External cleaning of bin enclosures has also commenced across foreshore parks and the Rhodes retail precinct to enhance amenity and presentation. |



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|------------------------|---|---|--|
| Sustainability & Waste |  | 2.3.2.2 Implement community campaigns that target priority litter in priority locations. | As part of the Love Your Place program, Council delivered 36 community clean-up events, contributing over 422 volunteer hours and removing 1,688 kilograms of litter from priority locations. In addition, a Spring Clean event was hosted at Bayview Park in September 2025, attracting 60 volunteers and resulting in the removal of 33 bags of litter, reinforcing community commitment to reducing litter, improving local habitats and amenity. |
| Sustainability & Waste |  | 2.3.2.3 Develop and deliver programs to reduce event-related litter and support Council staff, industry, and community to implement them. | A single-use plastics guide was developed for Ferragosto 2025 to assist stallholders and event organisers in reducing plastic waste. During the event, a comprehensive waste and litter audit was conducted to assess litter generation and compliance with the single-use plastics ban. Findings from the audit will inform ongoing improvements to waste reduction and litter management practices at Council-supported events. |
| Sustainability & Waste |  | 2.3.2.4 Deliver the first year of actions from the three-year Illegal Dumping Plan 2025-28. | The Illegal Dumping Prevention Plan is in its final draft and currently undergoing design and formatting. In the meantime, implementation of Year 1 actions has commenced, ensuring early progress towards the objectives outlined within it. |

Goal 2.4.

Enhance and protect native flora and fauna to support local biodiversity

2.4.1. Implement the Biodiversity Strategy to protect, manage and restore the City's habitat areas, fauna, and native species.


| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|--|
| Sustainability & Waste |  | 2.4.1.1 Develop land management plans for key Council parks and reserves with Endangered Ecological Communities (EEC). | The biodiversity mapping project has commenced to inform the preparation of land management plans across Council-managed land. |

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|------------------------|---|--|--|
| Sustainability & Waste |  | 2.4.1.2 Develop a program designed to support the community to create habitat gardens on private land. | As part of the Grow Our Green Spaces (GOGS) initiative, more than 850 plants were distributed through community plant giveaways, generating 116 votes for future workshop topics. The GOGS garden competition attracted 16 registrants and was supported by three dedicated workshops. In addition, 440 trees were planted or distributed, including Council tree replacements, 180 trees provided to residents, 215 trees gifted to larger landholders, and new plantings in Concord and Concord West, contributing to expanded habitat and greener neighbourhoods. |
| Sustainability & Waste |  | 2.4.1.3 Deliver a biosecurity and invasive species education program. | The Local Weed Management Plan was finalised and published on Council's website, forming the basis for community and staff education initiatives that engaged over 150 participants in weed identification. Capacity-building efforts included six weed-related digital articles and one feral animal article in Council eNews, alongside targeted support for five community members on biosecurity matters and three on fox management. As part of a pilot inspection program addressing key biosecurity risks, Council's Biosecurity Officer conducted 21 high-risk inspections, assessed 578 metres of the Parramatta River foreshore on foot, and completed inspections at two boat ramps and two Council-managed parks and reserves. |

Goal 2.5.

Improve access to, and enhance quality of foreshore and waterways

2.5.1. Implement Foreshore Access Strategy initiatives to expand, enhance and promote public spaces and paths along the foreshore.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|-----------------------------|---|--|--|
| Property Strategy & Leasing |  | 2.5.1.1 Work with Transport for NSW to release part of their land holdings adjacent to their Hilly Street Depot in Mortlake for the purposes of public open space. | Council continues to advocate for Transport for NSW to dedicate part of its Depot site for use as public open space. |



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Performance measures

| Measure | Baseline | Target | Frequency of reporting | Result as at 31 December 2025 |
|---|---------------------------------------|---|------------------------|-------------------------------|
| Net emissions (tonnes CO ₂ -e) from Council operations* | 7,579tCO ₂ -e (2017-18) | <ul style="list-style-type: none"> • 2,983 t CO₂-e by 2025 • Zero CO₂-e by 2030 | Annually | - |
| Net emissions (tonnes CO ₂ -e) from the City of Canada Bay Community** | 772,220 tCO ₂ -e (2017-18) | <ul style="list-style-type: none"> • 351,682 t CO₂-e by 2035 • Zero CO₂-e by 2050 | Annually [‡] | - |
| Kilograms per year of domestic waste stream to landfill per resident** | 213kg/per annum (2019-20) | Decrease | Annually | - |
| Number of trees planted** | 800 (2019-20) | 1,500 | Annually | - |

* Outcomes that Council can control

** Outcomes that Council can influence

‡ Annual total community emissions data has a lag of 12 months from reporting year



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Vibrant Urban Living

Goal 3.1.

Create vibrant local village centres and community hubs



3.1.1. Implement the Place Management Framework for city-wide social, economic and cultural development.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|---|
| Place & Events |  | 3.1.1.1 Implementation of grant funded place projects in partnership with State government. | The Plug & Play Canada Bay pilot program has delivered a new event storage facility on Formosa Street in Drummoyne and funded a stock of traffic barriers for ongoing use. Sydney Metro Temporary Placemaking Initiatives in Fred Kelly Place in Five Dock have included the Neon Nightfall event, installation of projector lighting and a new outdoor digital screen. |

Goal 3.2.

Improve access to local art, culture and creative activities

3.2.1. Deliver innovative and accessible events, place activation and cultural projects, programs and creative activities.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|--|
| Place & Events |  | 3.2.1.1 Deliver and support an annual program of Council and community events and activations across the City of Canada Bay. | Neon Nightfall and Ferragosto at Five Dock, Halloween at Concord and Christmas across the City were the major events undertaken during the reporting period. |
| Place & Events |  | 3.2.1.2 Develop and implement cultural programming in the new Rhodes Recreation Centre. | The official opening of the Rhodes Recreation Centre took place on Saturday 15 November 2025. The event featured live entertainment with roving musicians and circus performers throughout the day. A series of digital artworks has also been programmed for the Platform screen in the Community Lounge. |


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3.2.2. Deliver the Public Art Strategy.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|---|
| Place & Events |  | 3.2.2.1 Deliver a range of public art initiatives as part of the City Art Program. | A number of new artworks have been commissioned, including a mural for the new Jump Track in Majors Bay Reserve at Concord, and a mural for the ground floor laneway in Rhodes Recreation Centre with a set of recreational figures on its first-floor walkway. |

Goal 3.3.

Support and promote the City as an attractive, welcoming place to do business


3.3.1. Provide economic development activities that stimulate the local economy in partnership with key stakeholders.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|--|
| Place & Events |  | 3.3.1.1 Partner with State Government and the Chambers of Commerce to deliver resources and events that support local businesses within the City of Canada Bay. | The Plug & Play Canada Bay pilot program has continued during this reporting period. The project has examined the processes for mobile food vendor permits and street performance permits to make it easier for people to create vibrant street activations. |

Goal 3.4.

Ensure the built environment respects neighbourhood character and responds deftly to evolving community needs





3.4.1. Effectively plan for future growth by balancing regional priorities with local values.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|--|
| Strategic Planning |  | 3.4.1.1 Finalise the Planning Proposal for Stage 2 of the Parramatta Road Corridor. | The NSW Government declared the Burwood North rezoning in mid-2025 and issued a revised Gateway Determination on 15 September 2025. The Planning Proposal is being updated to remove land within the Burwood North precinct. |



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|--------------------|---|---|---|
| Strategic Planning |  | 3.4.1.2 Prepare the Planning Proposal for the land around the Metro station in Five Dock . | The Planning Proposal, draft masterplan and background technical studies have been prepared and reported to the Canada Bay Local Planning Panel for advice. |
| Strategic Planning |  | 3.4.1.3 Prepare a Street Design Guide for the Homebush Transport Oriented Development Area. | Project is on schedule with procurement undertaken and technical consultant appointed. |
| Strategic Planning |  | 3.4.1.4 Investigate opportunities for Special Entertainment Precincts. | The investigation is on track to commence in 2026. |
| Strategic Planning |  | 3.4.1.5 Review the Local Strategic Planning Statement. | Commencement of the review has been delayed pending the release of the Sydney Region Plan by the NSW Government. |

3.4.2. Implement best practice land use planning and construction approaches to deliver quality development outcomes.

This Delivery Program strategy is being delivered in the Statutory Planning business unit work plan. The Annual Report will contain highlights of this service.

Performance measures

| Measure | Baseline | Target | Frequency of reporting | Result as at 31 December 2025 |
|--|-----------------------|------------------------------------|--------------------------|-------------------------------|
| Percentage of people and businesses who agree town centres are vibrant* | 57% (2019-20) | Maintain or improve | Biennially | 50% ^o |
| Average number of days to assess Development Applications* | 124 days (2023-24) | 101 days [∗] (2024-25) | Six-monthly and Annually | 57 days |
| Percentage of planned environmental health inspections completed according to the inspection schedule* | 100% (2023-24) | 100% | Six-monthly and annually | On track |

* Outcomes that Council can control

** Outcomes that Council can influence

[∗] State Government Average Assessment Days Expectation for 2025-2026 (per NSW Government DA Assessment table)



^o Per Council's Biennial Community Research Report (Taverner March 2025)

Infrastructure and Transport

Goal 4.1.

Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues

4.1.1. Implement the Asset Management Strategy and Plans.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|---------------------------------------|---|--|---|
| Building Services & Fleet |  | 4.1.1.1 Establish comprehensive design and specification standards to inform the planning and construction of assets in alignment with community and Council requirements. | This is a long-term initiative, with a minimum duration of two years. It will be implemented in stages and progressively enhanced over time. |
| Strategic Asset Services & Innovation |  | 4.1.1.2 Develop Powells Creek and Exile Bay Flood Plain Risk Management Plan. | The Exile Bay Floodplain Risk Management Strategy and Plan (FRMS&P), was adopted by Council in August 2025. The Flood Risk Management Strategy and Plan provide a comprehensive framework for the City of Canada Bay to manage and mitigate flood risks across the Exile Bay catchment. |

Goal 4.2.

Manage traffic and parking to minimise congestion and improve the City's road safety

4.2.1. Plan, deliver and manage traffic, parking and road safety, to support population change.

Council's Roads and Traffic business unit operated the Local Traffic Committee during the period. Highlights will be reported in the Annual Report.

Goal 4.3.

Encourage active and accessible transport opportunities

4.3.1. Support and advocate for safe and accessible active and public transport networks

Council’s advocacy and support for safe an accessible active and public transport networks was delivered within the Roads and Traffic business unit business-as-usual activities in this period. Highlights will be reported in the Annual Report.

4.3.2 Plan and deliver active transport opportunities

Council’s Roads and Traffic business unit has planned and delivered active transport opportunities within its business-as-usual activities in this period. Highlights will be reported in the Annual Report.

Performance measures

| Measure | Baseline | Target | Frequency of reporting | Result as at 31 December 2025 |
|---|------------------|--|------------------------|-------------------------------|
| Number of participants in car safety seat fittings and road safety activities* | 193 (2023-24) | Maintain or increase | Annually | - |
| Metres of new active travel assets (footpaths, shared paths, on-road cycleways) delivered.* | n/a | Workload measure (delivered per program) | Annually | - |
| Percentage of road surfaces rated in satisfactory condition or better.* | 91% (2019-20) | >90% | Annually | - |

* Outcomes that Council can control



** Outcomes that Council can influence

Civic Leadership



Goal 5.1.

Council is accountable, efficient and ready to meet future challenges

5.1.1. Ensure decision making is open, accountable, and informed by community engagement, integrated planning and risk management.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|---|---|--|---|
| Communications & Engagement |  | 5.1.1.1 Develop a community engagement plan for the review of the Community Strategic Plan and Engagement Strategy, which will be implemented in the 2026-27 financial year. | Work has begun to plan for a review of Council's Community Engagement Strategy which will inform the engagement plan for the CSP. |
| Corporate Strategy & Business Improvement |  | 5.1.1.2 Prepare the Annual Report by 30 November 2025. | The Annual Report of the 2024-2025 financial year was presented to Council on 18 November 2025. |

5.1.2. Strengthen Council's financial operations and processes.



| Reporting responsibility | Status | Deliverable | Performance commentary |
|-----------------------------|---|--|---|
| Property Strategy & Leasing |  | 5.1.2.1 Review Council's property portfolio and recommend appropriate management actions. | The property portfolio review is ongoing with recommendations to Council presented as required. |
| Property Strategy & Leasing |  | 5.1.2.2 Develop and progress a plan for Council's long-term accommodation needs which includes administration, civic and operations. | Council's long-term accommodation strategies are continuing to be investigated. |



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5.1.3. Implement environmentally sustainable practices and measures across Council assets and services.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|---------------------------|---|--|---|
| Building Services & Fleet |  | 5.1.3.1 Develop Council's Net Zero Fleet Transition Plan. | This project has commenced, alongside trials to increase passenger battery electric vehicle (BEV) integration. It remains on track, with the draft transition plan scheduled for completion by June 2026. |
| Building Services & Fleet |  | 5.1.3.2 Develop a plan to phase out the use of gas in the buildings asset portfolio. | Data collection is currently in progress as part of the annual facilities inspection. The gas phase out plan is scheduled for completion by June 2026. |

Goal 5.2.

Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community


5.2.1. Establish timely plans for future workforce needs and deliver the Workforce Management Strategy.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|--|---|
| People & Culture |  | 5.2.1.1 Implement the Workforce Management Strategy. | Actions relating to the DIAP have been completed, mandatory training related to Aboriginal Cultural Awareness and What is Disability & Inclusion have been rolled out and planned for relaunch in 2026. Coaching programs have been implemented through the Women's Network and also through the Leadership Program for Managers. |
| People & Culture |  | 5.2.1.2 Develop a Succession Planning Framework. | Council's Succession Planning Framework comprises a comprehensive package of leadership training that is delivered across five levels of leadership within the organisation. Known as the Leadership Series, the bespoke training covers all aspects effective leadership and is aimed at both improving outcomes for existing leaders whilst also providing new skill sets for aspiring leaders within the organisation. |






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|------------------|---|---|---|
| People & Culture |  | 5.2.1.3 Continue implementation of the Learning and Development Strategy. | The Learning & Development Strategy continues to deliver on its vision of a highly capable workforce culture where staff work collaboratively to deliver on community outcomes. Our innovative programs are based on the Local Government Capability Framework which sets out the essential knowledge, skills, abilities and other attributes needed to work effectively in local government. |
|------------------|---|---|---|

5.2.2. Promote Council as an employer of choice with a talented and valued workforce.


| Reporting responsibility | Status | Deliverable | Performance commentary |
|--------------------------|---|---|--|
| People & Culture |  | 5.2.2.1 Deliver the employment actions in the Disability Inclusion Action Plan (DIAP). | The relevant actions within the Disability Inclusion Action Plan have now been embedded as core business throughout Council. This includes maintaining Respectful Workplace Officers and Mental Health First Aid Officers, as well as delivering training and education programs on cultural and disability awareness. |
| People & Culture |  | 5.2.2.2 Embed the Safety First culture throughout the organisation through the implementation of the Health, Safety and Wellbeing Strategy and Framework. | The five priority areas of the HSW Strategy (wellbeing, psychosocial risk, chemical handling, planning and reporting, and plant and equipment) continue to perform strongly against the Strategy and Framework. Current tracking indicates that 78% of all scheduled actions have been completed, demonstrating solid progress towards strategic objectives. |
| People & Culture |  | 5.2.2.3 Deliver and implement the Mental Health and Wellbeing Strategy. | This action has been implemented through the overarching Health, Safety and Wellbeing (HSW) Strategy, which identifies two related focus areas: wellbeing and psychosocial safety. Each area incorporates targeted initiatives designed to promote and achieve positive mental health outcomes for staff. |

5.2.3. Implement best practice technology and processes.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|---|---|---|
| Digital Information Services |  | 5.2.3.1 Undertake an annual cyber incident management exercise as part of organisational business continuity. | Council has successfully tested its Cyber Major incident and Data Breach plans. |

| | | | |
|------------------------------|---|---|---|
| Digital Information Services |  | 5.2.3.2 Implement recommendations from Council's Cyber Security Audit. | All Audit recommendations have been implemented and were reported at the November 2025 meeting of the Audit, Risk and Improvement Committee (ARIC). |
| Digital Information Services |  | 5.2.3.3 Undertake an operational analysis of Council's online customer service offerings. | The project is advancing towards delivery of an improved digital platform for permit management. In addition to renewals, the service will enable online eligibility checks and permit extensions, providing a more streamlined and accessible experience for the community. |
| People & Culture |  | 5.2.3.4 Implement a new Human Resource Information System. | Delivery of the HRIS project has progressed well with the team to finalise the last phase in January 2026. Phase 1 & 2 were delivered with great success with staff embracing the changes in the new system and automated functions. |
| People & Culture |  | 5.2.3.5 Implement the new Incident Management System. | Council's transition to a new WHS incident management system has been smooth and successful. Staff have embraced the new system and continue to report incidents, hazards, observations and near misses as required. The system is set up to document incident response, to learn and make the workplace even safer. It is part of Council's commitment to a safe working environment for all. |
| Project Management Office |  | 5.2.3.6 Undertake Project Management Office Support and Administration process and system improvements. | Over the past six months, Council has continued to deliver a series of process and system improvements within the Project Management Office (PMO) to strengthen governance and operational efficiency. Key initiatives included documenting updated procedures to support consistent project delivery and development of project management roadmap and performance capture tool. These improvements have resulted in greater transparency, improved resource allocation, and more effective oversight of project management, to support for Council's strategic objectives. |


5.2.4. Deliver business and service delivery improvements.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|---|---|--|---|
| Corporate Strategy & Business Improvement |  | 5.2.4.1 Undertake two Service Reviews, consistent with the Service Review Framework. | The organisation has completed a review of the Fees and Charges booklet for the 2026–2027 period. The purpose of this review was to standardise language and formatting across the document, improving consistency and ease of use. |



Report on Progress



July to December 2025

| | | | |
|---------------------------|---|--|---|
| Building Services & Fleet |  | 5.2.4.2 Establish a City Assets suppliers panel for improved efficiency and to support local business. | This project is behind schedule whilst City Assets leaders develop the panel requirements. Council intends to publish a tender by the end of June 2026. |
|---------------------------|---|--|---|

Goal 5.3.

Council works with partners to actively shape the City's future

5.3.1. Engage with stakeholders and partners to advocate for the City of Canada Bay community.

| Reporting responsibility | Status | Deliverable | Performance commentary |
|------------------------------|---|---|--|
| Project Management Office |  | 5.3.1.1 Coordinate project related grants submissions and management. | This is an ongoing initiative and continues to progress in line with the approved schedule and objectives. The focus remains on strengthening Council's capacity to identify, prepare, and manage grant submissions that support strategic priorities. |
| Library & Community Services |  | 5.3.1.2 Deliver expanded community services stakeholder networking including a community hub or expo to showcase local social sector service provision. | Service hubs have been piloted in Rhodes, including a Domestic and Family Violence Service hub. A pilot of a Child and Family service hub is due to commence in March. |

Goal 5.4.

City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them

5.4.1. Ensure the community is well-informed through high quality, accessible and timely information.

This principal activity is being delivered within the Communications and Engagement business unit work plan. The Annual Report will contain highlights of the service.

Performance measures

| Measure | Baseline | Target | Frequency of reporting | Result as at 31 December 2025 |
|--|---------------------|-----------|--------------------------|-------------------------------|
| Percentage of scheduled operational activities that are on track for completion within the project timeframe* | 98% (Dec 2023) | 80% | Six monthly and annually | 92% |
| Percentage of scheduled capital infrastructure projects that are on track for completion within the project timeframe* | 92% (Dec 2023) | 80% | Six monthly and annually | 99% |
| Percentage of high impact projects with a community engagement plan* | 100% (June 2024) | 100% | Annually | - |
| Percentage of rates collected by due date** | 95% (2021-22) | 95% | Annually | 96.28% |
| Cash expense cover ratio* | - | >3 months | Annually | 18.35 months |
| Debt service cover ratio* | - | >2.00x | Annually | 18.33x |
| Operating performance ratio* | - | >0.00% | Annually | 4.76% |
| Own source operating revenue ratio* | - | >60% | Annually | 62.45% |
| Unrestricted current ratio* | - | >1.5x | Annually | 3.28x |

* Outcomes that Council can control

** Outcomes that Council can influence

^ As per Annual Financial Statements FY2025



Report on Progress

July to December 2025

Attachment 1: Behind schedule and postponed capital infrastructure commentary

The following table provides a commentary on the capital infrastructure projects that were behind schedule or postponed as at 31 December 2025.

| Project name and status | Performance commentary |
|---|---|
| Buildings Innovation Program Postponed | Part of the program will be delivered within the current financial year, and a larger focus on delivery next financial year will result in better outcomes for the community. |

Canada Bay Council**Budget Review Statements**

| | Pages |
|--|--------------|
| Detail | |
| Overview | 1 |
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| Cash and Investment and Reserve Statement | 7-9 |
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| Responsible Accounting Officer Statement | 11 |

| QBRS FINANCIAL OVERVIEW | | | | | | | | | | | |
|---|---|-----------------------|------------------|------------------|------------------|----------|------------------------|--------------------------|-----------------------|--------------------|----------------|
| Canada Bay Council | | | | | | | | | | | |
| Budget review for the quarter ended:31/12/2025 | | | | | | | | | | | |
| DESCRIPTION | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD | |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's | |
| Net Operating Result before grants and contributions provided for capital purposes | General Fund | 3,408 | 88 | 2,623 | 0 | 0 | 2,711 | -49 | 2,662 | 2,574 | 44,904 |
| | Consolidated | 3,408 | 88 | 2,623 | 0 | 0 | 2,711 | -49 | 2,662 | 2,574 | 44,904 |
| Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets | Consolidated | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings | Total borrowings - Balance | 12,724 | 11,898 | 0 | 0 | 0 | 11,898 | 0 | 11,898 | 0 | 12,316 |
| | External restrictions | 142,807 | 130,104 | -38,246 | | | 91,858 | 1,292 | 93,150 | -36,954 | 133,767 |
| Liquidity | Internal Allocations | 50,796 | 43,071 | 22,586 | | | 65,657 | 916 | 66,573 | 23,502 | 46,022 |
| | Unallocated | 15,299 | 11,281 | 0 | | | 11,281 | 0 | 11,281 | 0 | 14,927 |
| | Total Cash, Cash Equivalents and Investments | 208,902 | 184,456 | -15,660 | 0 | 0 | 168,796 | 2,208 | 171,004 | -13,452 | 194,716 |
| Capital | Capital Funding | 69,992 | 54,897 | 0 | 0 | 0 | 54,897 | 5,489 | 102,713 | 47,816 | 38,173 |
| | Capital Expenditure | 69,992 | 54,897 | 0 | 0 | 0 | 54,897 | 5,489 | 102,713 | 47,816 | 38,173 |
| | Net Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | Opening Balance | Total Cash Contributions Received | Total Interest Earned | Total Expended | Total Internal Borrowings (to)/from | Held as Restricted Asset | Cumulative balance of internal borrowings (to)/from |
|------------------------|-------------------|-----------------------------------|-----------------------|----------------|-------------------------------------|--------------------------|---|
| | As at 1 July 2025 | As at this Q | As at this Q | As at this Q | As at this Q | As at this Q | As at this Q |
| | \$000's | \$000's | \$000's | \$000's | \$000's | \$000's | \$000's |
| Developer Contribution | | | | | | | |
| | | 104,355 | 7,544 | 1,814 | 19,201 | 94,512 | 0 |

| Income and Expenses Budget Review Statement | | | | | | | | | | |
|--|----------------|----------------|--------------|----------------|--------------|----------------|---------------|----------------|--------|-------|
| Canada Bay Council | | | | | | | | | | |
| Budget review for the quarter ended:31/12/2025 | | | | | | | | | | |
| General Fund | | | | | | | | | | |
| Description | Previous Year | Current Year | Approved | Revised | Recommended | Projected | VARIANCE | | ACTUAL | Notes |
| | Actual | Original | Changes | Budget | changes | Year End (PYE) | ORIGINAL | ACTUAL | | |
| | 2024/25 | 2025/26 | Review | Budget | for council | Result | budget v PYE | YTD | | |
| | \$000's | \$000's | Q 1 | \$000's | resolution | 2025/26 | 2025/26 | 2025/26 | | |
| | | | \$000's | | \$000's | \$000's | \$000's | \$000's | | |
| INCOME | | | | | | | | | | |
| Rates and Annual Charges | 71,585 | 75,689 | 0 | 75,689 | | 75,689 | 0 | 75,532 | | |
| User Charges and Fees | 28,590 | 24,136 | 65 | 24,201 | -157 | 24,044 | -92 | 14,035 | 1 | |
| Other Revenue | 7,744 | 7,564 | 257 | 7,821 | -9 | 7,812 | 248 | 4,113 | 2 | |
| Grants and Contributions - Operating | 6,520 | 9,253 | 2,697 | 11,950 | 185 | 12,135 | 2,882 | 3,201 | 3 | |
| Grants and Contributions - Capital | 66,670 | 21,581 | 567 | 22,148 | 7,693 | 29,841 | 8,260 | 17,287 | 4 | |
| Interest and Investment Income | 9,385 | 7,500 | 400 | 7,900 | 300 | 8,200 | 700 | 4,431 | 5 | |
| Other Income | 10,585 | 4,986 | 0 | 4,986 | 110 | 5,096 | 110 | 2,621 | 6 | |
| Net gain from disposal of assets | | | 2,525 | 2,525 | | 2,525 | 2,525 | 0 | | |
| Total Income from continuing operations | 201,079 | 150,709 | 6,511 | 157,220 | 8,122 | 165,342 | 14,633 | 121,220 | | |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | 51,227 | 56,259 | -295 | 55,964 | 230 | 56,194 | -65 | 27,107 | 7 | |
| Materials & Services | 44,170 | 44,430 | 3,228 | 47,658 | 260 | 47,918 | 3,488 | 22,742 | 8 | |
| Borrowing Costs | 588 | 552 | 0 | 552 | 0 | 552 | 0 | 280 | | |
| Other Expenses | 12,379 | 7,336 | -13 | 7,323 | -123 | 7,200 | -136 | 3,287 | 9 | |
| Net Loss from Disposal of Assets | 3,684 | | 401 | 401 | 111 | 512 | 512 | 508 | 10 | |
| Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 112,048 | 108,577 | 3,321 | 111,898 | 478 | 112,376 | 3,799 | 53,924 | | |
| Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 89,031 | 42,132 | 3,190 | 45,322 | 7,644 | 52,966 | 10,834 | 67,296 | | |
| Depreciation, amortisation and impairment of non financial assets | 18,953 | 20,463 | 0 | 20,463 | 0 | 20,463 | 0 | 5,105 | | |
| Operating result from continuing Operations | 70,078 | 21,669 | 3,190 | 24,859 | 7,644 | 32,503 | 10,834 | 62,191 | | |
| Net Operating Result before grants and contributions provided for capital purposes | 3,408 | 88 | 2,623 | 2,711 | -48 | 2,662 | 2,574 | 44,904 | | |

| Canada Bay Council | | Quarterly Budget Review Statement for the period 01/10/2025 to 31/12/2025 |
|---|--|--|
| Income & expenses budget review statement | | |
| Recommended changes to revised budget | | |
| Budget Variations being recommended include the following material items: | | |
| Notes | Details | |
| 1 | User Charges and Fees DOWN \$157K | |
| | Fees from planning proposals, impacted by State Government planning reforms, DOWN \$200k | |
| | Fees from Library Technology program less that anticipated, DOWN \$17k | |
| | Income from Room hire adjusted from \$1.33M to \$1.36M, higher usage from The Connection, UP \$26k | |
| | Income form building and health inspections greater than anticipated, adjusted from \$1.8m to \$1.82M, UP \$21k | |
| 2 | Other Revenue DOWN \$9K | |
| | Security income from venues reduced, contra in security costs, as per licensing changes across the venues, DOWN \$26K | |
| | Income form health and building fines are forecast to be higher, UP \$17k. | |
| 3 | Grants and Contributions - Operating UP \$185K | |
| | Fresh Start Program - adjustments to round 1 funding, contra reduction in employment costs, DOWN \$65k | |
| | Community Development plan - funding from S7.12 to be re-phased to 26/27 (contra expenditure), DOWN \$50K | |
| | Adjustment in waste contributions, recycling matters down \$24K, contribution from CRC up \$10K, DOWN \$14k | |
| | Reduction in Library Local Priority grant, contra reduction in materials and serviced, DOWN \$6k. | |
| | Worker Compensation Incentive Payment UP \$7K (contra increase in expenditure) | |
| | Work retention payments received from Commonwealth for Child care centres UP \$240k, (contra increase in Employment costs) | |
| | Childcare centres have received grants from the State Government, fee relief \$44K, program initiatives \$32k), UP \$76K | |
| 4 | Grants and Contributions - Capital UP \$7,693K | |
| | Recognition of 6 Gauthorpe St - Rhodes Stratum - as a non-cash contribution UP \$8.277M | |
| | Exile Bay Flood Study grant, UP \$18K | |
| | Rhodes BBQ shelter, additional funds received from Kokoda Track Memorial Walkway UP \$9K | |
| | Cabarita Park Masterplan, re-phased, funded delayed to 26/27, DOWN \$14K | |
| | Community Sports Facility Upgrade - St Lukes Oval, project re-phased, funding transferred to 26/27 DOWN \$708K | |
| 5 | Interest and Investment Income UP \$300K | |
| | Higher cash balances and interest rates paid to Council, anticipate additional \$300K | |

| Canada Bay Council | | Quarterly Budget Review Statement for the period 01/10/2025 to 31/12/2025 |
|---|--|--|
| Income & expenses budget review statement | | |
| Recommended changes to revised budget | | |
| Budget Variations being recommended include the following material items: | | |
| Notes | Details | |
| 6 | Other Income UP \$110K | |
| | Additional rental income from affordable housing properties(6 Lyons Road, Drummoyne), UP \$62K | |
| | Greater than anticipated income from footpath dining permits, UP \$45K | |
| 7 | Employee benefits and on-costs UP \$230K | |
| | Fresh Start program, staffing numbers reduced, DOWN \$65K | |
| | Work retention payment for Childcare Staff UP \$240K | |
| | Staffing for parking permit processing UP \$80K | |
| | Reduction in cleansing staff costs, DOWN \$43K, contra increase in materials and services | |
| 8 | Materials & Services UP \$260K | |
| | Security for venues reduced, contra in security income, as per licensing changes across the venues, DOWN \$26K | |
| | Local Strategic Planning Statement Background Studies, re-phased to future year, DOWN \$155K | |
| | Statutory Planning assessment consultant budget reduced by \$39K | |
| | Legal costs relating to property services, allocation increased by \$115K | |
| | Household bulky waste allocation increased by \$123K | |
| | Agency staff engaged to cover staff for Cleansing services. UP \$43K | |
| | IT costs savings identified and transferred to Capital IT projects, DOWN \$150K | |
| | Rhodes Readiness IT and other costs reclassified as operational, UP \$150K | |
| | Library Priority grant, prior year funding returned to the budget, UP \$31K | |
| | Stormwater maintenance budget increased, from the Stormwater Capital Renewal budget, UP \$200K | |
| 9 | Other Expenses DOWN \$123K | |
| | Waste Levy transferred to Bulky waste, DOWN \$123K | |
| 10 | Net Loss from Disposal of Assets UP \$111K | |
| | Disposal of infrastructure assets, replaced as part of asset renewals, UP \$111K | |

| Capital Budget Review Statement Canada Bay Council Budget review for the quarter ended 31/12/2025 | | | | | | | | | | | |
|---|--------------------|-----------------------|------------------|------------------|------------------|---------------|------------------------|--------------------------|-----------------------|--------------------|-------|
| Description | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD | Notes |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's | |
| CAPITAL FUNDING | | | | | | | | | | | |
| Rates & other untied funding | 11,166 | 17,004 | 514 | | | 17,518 | - 764 | 16,754 | -250 | 2,916 | |
| Capital Grants & Contributions | 6,737 | 9,681 | 577 | | | 10,258 | 7,693 | 17,951 | 8,270 | 9,885 | |
| Reserves - External Restrictions | 43,672 | 18,439 | 38,182 | | | 56,621 | - 1,431 | 55,190 | 36,751 | 19,134 | |
| Reserves - Internally Allocated | 6,507 | 9,272 | -22,546 | | | -13,274 | - 9 | -13,283 | -22,555 | 5,978 | |
| New Loans | - | - | 0 | | | 0 | | 0 | 0 | - | |
| Proceeds from sale of assets | 1,910 | 501 | 25,600 | | | 26,101 | - | 26,101 | 25,600 | 260 | |
| Total Capital Funding | 69,992 | 54,897 | 42,327 | 0 | 0 | 97,224 | 5,489 | 102,713 | 47,816 | 38,173 | |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| WIP | 39,450 | | 0 | | | 0 | | 0 | 0 | | |
| New Assets | 7,394 | 26,183 | 37,359 | | | 63,542 | 7,547 | 71,089 | 44,906 | 29,689 | 1 |
| Asset Renewal | 21,097 | 26,083 | 4,133 | | | 30,216 | - 1,999 | 28,217 | 2,134 | 6,696 | |
| Intangible Assets | 1,259 | 1,805 | 835 | | | 2,640 | - 59 | 2,581 | 776 | 1,379 | |
| Loan Repayments | 792 | 826 | 0 | | | 826 | | 826 | 0 | 409 | |
| Total Capital Expenditure | 69,992 | 54,897 | 42,327 | 0 | 0 | 97,224 | 5,489 | 102,713 | 47,816 | 38,173 | |
| Net Capital Funding - Surplus /(Deficit) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

| City of Canada Bay | | Quarterly Budget Review Statement for the period 01/10/2025 to 31/12/2025 |
|---|--|--|
| Capital budget review statement | | |
| Recommended changes to revised budget | | |
| Budget variations being recommended include the following material items: | | |
| Notes | Details | |
| Capital Expenditure | | |
| | 1 Capital Works UP \$5,489K | |
| Open Space | Upgrade to Drummoyne Oval Score Board UP \$28K | |
| Open Space | Urban Canopy Street Tree Masterplan, allocation reduced by \$3K | |
| Open Space | Upgrade - Timbrell Park Sportsfield, allocation from 26-27 brought forward (\$250K) and additional \$100K required. UP \$350K | |
| Open Space | Commemorative Garden Restoration - Queen Elizabeth Park, additional allocation required, UP \$15K | |
| Open Space | | |
| Open Space | Design - Fred Kelly Place, additional revisions, UP \$39K | |
| Open Space | Chiswick Community Garden, allocation reduced by \$6K | |
| Property Strategy | Recognition of 6 Gauthorpe St - Rhodes Stratum, based on Valuer Generals valuation UP \$8.277M | |
| Street Tree Program | Street Tree Replacement Program, program deferred, DOWN \$223K | |
| Project Management Office | Cabarita Park Masterplan, project re-phased to 26-27 | |
| Project Management Office | George Street Sag Point - design, new project, UP \$200K | |
| | Rhodes Recreation Centre Operational Readiness, funds transferred to operational budget for IT subscriptions and other operational costs, DOWN \$157K | |
| Leisure | | |
| Roads and Traffic | City of Canada Bay Active Transport Plan, re-phased to 26-27 | |
| Buildings | Community Sports Facility - Five Dock Park, re-phase DOWN \$742K | |
| Buildings | Community Sports Facility Upgrade - St Lukes Oval, re-phase to 26-27, DOWN \$708K | |
| | Drainage Renewal and Relining Program - funding transferred to Moala St Concord Hospital, with \$65K to be used in 25-26, and \$355K to be re-phased to 26-27. | |
| Strategic Assets and Innovation | | |
| | Annual Stormwater Management Program - allocation of \$200K transferred to operational expenditure for Drainage maintenance | |
| Strategic Assets and Innovation | | |
| | Drainage Relining - Rothwell Park - savings of \$44K transferred to Moala St, Concord Hospital, with funds re-phased to 26-27. | |
| Strategic Assets and Innovation | | |
| Strategic Assets and Innovation | Floodplains - Powells Creek East Catchment FS, FRMS, FRM, allocation UP \$7K | |
| Strategic Assets and Innovation | Exile Bay Flood Risk Management Study & Plan (FRMS&P) allocation UP \$18K | |
| Strategic Assets and Innovation | Canal and Bridge Renewal- Massey Park, project re-phased for future year, DOWN \$550K | |
| Strategic Assets and Innovation | Moala Concord Hospital Culvert Renewal, funds re-purposed from Drainage renewal and re-lining project. | |
| Strategic Assets and Innovation | Lighting Renewal Program, Cabarita Foreshore Lighting additional funds UP \$11K | |
| Strategic Assets and Innovation | Drummoyne Oval Lighting Upgrade, allocation reduced by \$7K | |
| Strategic Assets and Innovation | Pedestrian Crossing Lighting Improvement Program, savings of \$258K, return to S7.11 | |
| Strategic Assets and Innovation | Exile Bay Flood Study Initiatives, \$120K re-phased to 26-27. | |
| Information Systems | Information Technology Projects, transferred from operational savings, UP \$150K | |
| Information Systems | Laptop, Mobile, and Tablet Purchases, additional allocation required, UP \$15K | |
| Information Systems | Name and Address Register(NAR) Cleansing Project, re-phased \$52K to 26-27, DOWN \$52K | |

| Cash and Investments Budget Review Statement | | | | | | | | | |
|--|------------------------------|------------------------------|--------------------------|-------------------|---|------------------------------|---|--------------------|-------|
| Canada Bay Council | | | | | | | | | |
| Budget review for the quarter ended 31/12/2025 | | | | | | | | | |
| Description | Previous Year | Current Year Original | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD | Notes |
| | Actual 2024/25 \$000's | Budget 2025/26 \$000's | Review Q 1 \$000's | Budget \$000's | for council resolution Q2 \$000's | Result 2025/26 \$000's | ORIGINAL budget v PYE 2025/26 \$000's | 2025/26 \$000's | |
| Total Cash, Cash Equivalents & Investments | 208,902 | 184,456 | -15,660 | 168,796 | 2,208 | 171,004 | -13,452 | 194,716 | |
| EXTERNALLY RESTRICTED | | | | | | | | | |
| Unexpended Loans | 2,692 | 2,692 | 0 | 2,692 | 0 | 2,692 | 0 | 2,692 | |
| Contract Liabilities | 14,822 | 6,658 | 0 | 6,658 | 0 | 6,658 | 0 | 15,401 | |
| Affordable Housing SEPP | 54,200 | 59,200 | -26,000 | 33,200 | 0 | 33,200 | -26,000 | 49,696 | |
| Section 7.4 | 10,530 | 8,968 | -5,798 | 3,170 | 0 | 3,170 | -5,798 | 8,139 | |
| Section 7.11 & 7.12 | 39,626 | 32,483 | -6,396 | 26,087 | 780 | 26,867 | -5,616 | 36,677 | 1 |
| Community Enhancement Plan | -0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Unexpended Grants | 60 | 60 | -10 | 50 | -31 | 19 | -41 | 51 | 2 |
| Domestic Waste Management | 20,368 | 19,568 | -42 | 19,526 | 550 | 20,076 | 508 | 20,355 | 3 |
| Stormwater Management Levy | 509 | 474 | 0 | 474 | -7 | 467 | -7 | 756 | 4 |
| | | | | | | 0 | 0 | | |
| Total Externally Restricted | 142,807 | 130,104 | -38,248 | 91,858 | 1,292 | 93,150 | -36,954 | 133,767 | |
| Cash, cash equivalents & investments not subject to external restrictions | 66,095 | 54,352 | 22,586 | 76,938 | 916 | 77,854 | 23,502 | 60,949 | |
| INTERNAL ALLOCATIONS | | | | | | | | | |
| Plant & Vehicle Replacement | 1,824 | 976 | | 976 | 0 | 976 | 0 | 1,771 | |
| Infrastructure Replacement | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | |
| CEEP | 32 | 32 | | 32 | 0 | 32 | 0 | 32 | |
| Information Technology | 1,128 | 568 | | 568 | 0 | 568 | 0 | 843 | |
| Bonds and Deposits | 14,008 | 14,008 | | 14,008 | 0 | 14,008 | 0 | 13,936 | |
| Internal Loans | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | |
| Financial Sustainability | 855 | 1,125 | 481 | 1,606 | 0 | 1,606 | 481 | 855 | |
| Employee Leave Entitlements | 2,206 | 2,206 | | 2,206 | 0 | 2,206 | 0 | 2,206 | |
| Carry Over Works | 11,006 | 5,248 | -1,654 | 3,594 | 864 | 4,458 | -790 | 7,418 | 5 |
| Concord Oval | 90 | 90 | | 90 | 0 | 90 | 0 | 90 | |
| Drummoyle Oval | 10 | 10 | | 10 | 0 | 10 | 0 | 10 | |
| Investment Fund | 5,558 | 4,453 | 25,467 | 29,920 | 0 | 29,920 | 25,467 | 5,512 | |
| Risk Management | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | |
| Massey Park | 65 | 65 | | 65 | 0 | 65 | 0 | 65 | |
| Concord Library and Wellbank Childcare | 920 | 852 | -22 | 830 | 0 | 830 | -22 | 919 | |
| Victoria Ave Childrens | 236 | 211 | -19 | 192 | 0 | 192 | -19 | 230 | |
| Parking Meters | 1,195 | 960 | -228 | 732 | 0 | 732 | -228 | 1,007 | |
| Workers Comp | 125 | 125 | | 125 | 0 | 125 | 0 | 125 | |
| Five Dock Leisure Centre | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | |
| Water For Community | 392 | 392 | | 392 | 0 | 392 | 0 | 392 | |
| Election of Councillors | 0 | 158 | | 158 | 0 | 158 | 0 | 79 | |
| Affordable Housing | 4,572 | 4,945 | -1,439 | 3,506 | 52 | 3,558 | -1,387 | 4,745 | 7 |
| Parramatta River Catchment Group | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | |
| Financial Assistance Grant Advance | 1,645 | 1,645 | | 1,645 | 0 | 1,645 | 0 | 823 | |
| Majors Bay Reserve Synthetic Field | 0 | 75 | | 75 | 0 | 75 | 0 | 38 | |
| Commercial Waste | 4,926 | 4,926 | | 4,926 | 0 | 4,926 | 0 | 4,926 | |
| Total Internally Allocated | 50,796 | 43,071 | 22,586 | 65,657 | 916 | 66,573 | 23,502 | 46,022 | |
| Unallocated | 15,299 | 11,281 | 0 | 11,281 | 0 | 11,281 | -0 | 14,927 | |

| City of Canada Bay | | Quarterly Budget Review Statement for the period 01/10/2025 to 31/12/2025 |
|--|--|---|
| Cash & investments, Reserves budget review statement | | |
| <u>Investments</u> | | |
| Investments have been invested in accordance with Council's Investment Policy. | | |
| <u>Cash</u> | | |
| The Cash at Bank figure included in the Cash & Investment Statement totals: \$194,715,847.49 | | |
| <u>Reconciliation status</u> | | |
| The YTD cash & investment figure reconciles to the actual balances held as follows: | | \$ 000's |
| Cash at bank (as per bank statements) | | 3,315 |
| Investments on hand | | 191,401 |
| Reconciled cash at bank & investments | | 194,716 |
| Balance as per QBRS review statement: | | 194,716 |
| Difference: | | - |
| <u>Recommended changes to revised budget</u> | | |
| Budget variations being recommended include the following material items: | | |
| Notes | Details | |
| | <p>External Restrictions</p> <p>1 Section 7.11 & 7.12 UP \$780K Developer Contributions reserve balance increased UP \$107K Pedestrian Crossing Lighting Improvement Program reserve balance increased UP \$258K City of Canada Bay Active Transport Plan reserve balance increased UP \$160K Community Sports Facility - Five Dock Park reserve balance increased UP \$742K Upgrade - Timbrell Park Sportsfield reserve balance reduced by \$237K Rhodes Park BBQ shelter reserve balance increased UP \$9K George Street Sag Point - design reserve balance reduced by \$200K</p> <p>2 Unexpended Grants DOWN \$31K Local Priority Grant 2023-24 reserve balance reduced by \$5K Local Priority Grant 2024-25 reserve balance reduced by \$26K</p> <p>3 Domestic Waste Management UP \$550K Canal and Bridge Renewal- Massey Park reserve balance increased UP \$550K</p> <p>4 Stormwater Management Levy DOWN \$7K Floodplains - Powells Creek East Catchment FS, FRMS, FRM reserve balance reduced by \$7K</p> <p>Internal Restrictions</p> <p>5 Carry Over Works UP \$864K Street Tree Replacement Program reserve balance increased UP \$162K Urban Canopy Street Tree Masterplan reserve balance increased UP \$3K Drainage Relining - Rothwell Park reserve balance increased UP \$44K Moala Concord Hospital Culvert Renewal reserve balance reduced by \$44K Moala Concord Hospital Culvert Renewal reserve balance increased UP \$399K</p> | |

Recommended changes to revised budget

Budget variations being recommended include the following material items:

| Notes | Details |
|-------|--|
| | Local Strategic Planning Statement (LSPS) Background Studies reserve balance increased UP \$155K Commemorative Garden Restoration - Queen Elizabeth Park reserve balance reduced by \$15K South Street Basketball Hoop reserve balance increased UP \$K Design - Fred Kelly Place reserve balance reduced by \$39K Chiswick Community Garden reserve balance increased UP \$6K Cabarita Park Masterplan reserve balance increased UP \$19K Exile Bay Flood Study Initiatives reserve balance increased UP \$120K NAR Cleansing Project reserve balance increased UP \$52K |
| | 7 Affordable Housing UP \$52K Affordable Housing Dwellings reserve balance increased UP \$52K |

| Developer Contributions Summary | | | | | | | | | | | | | | | | | | | | |
|--|---|----------------------------------|-----------------------|-----------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|--|--|--|---|
| Canada Bay Council | | | | | | | | | | | | | | | | | | | | |
| Budget review for the quarter ended 31/12/2025 | | | | | | | | | | | | | | | | | | | | |
| Purpose | Opening Balance As at 1 July 2025 \$000's | Developer Contributions Received | | | | | | | | | Interest Earned Q1 \$000's | Interest Earned Q2 \$000's | Interest Earned Q3 \$000's | Amounts Expended Q1 \$000's | Amounts Expended Q2 \$000's | Amounts Expended Q3 \$000's | Internal Borrowings (to)/from Q1 \$000's | Internal Borrowings (to)/from Q2 \$000's | Internal Borrowings (to)/from Q3 \$000's | Hold as Restricted Asset As at this Q \$000's |
| | | Cash Q1 \$000's | Cash Q2 \$000's | Cash Q3 \$000's | Non-Cash Land Q1 \$000's | Non-Cash Land Q2 \$000's | Non-Cash Land Q3 \$000's | Non-Cash Other Q1 \$000's | Non-Cash Other Q2 \$000's | Non-Cash Other Q3 \$000's | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| Roads | 2,871 | 0 | 0 | | | | | | | | 0 | 0 | | 0 | 0 | | | | | 2,871 |
| Open Space | 16,402 | 281 | 558 | | | | | | | | 94 | 90 | | 883 | 3,211 | | | | | 13,331 |
| Community Facilities | 2,675 | 76 | 152 | | | | | | | | 25 | 25 | | 146 | 232 | | | | | 2,575 |
| Community Infrastructure | 2,115 | 0 | 0 | | | | | | | | 0 | 0 | | 0 | 0 | | | | | 2,115 |
| Administration | 683 | 10 | 29 | | | | | | | | 4 | 4 | | 25 | 0 | | | | | 705 |
| Active Transport | -1,647 | 24 | 47 | | | | | | | | 8 | 7 | | 45 | 0 | | | | | -1,606 |
| Public Domain | 13,148 | 484 | 1,203 | | | | | | | | 190 | 183 | | 1,081 | 1,236 | | | | | 12,891 |
| Total S7.11 Under plans | 36,247 | 875 | 1,989 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 321 | 309 | 0 | 2,180 | 4,679 | 0 | 0 | 0 | 0 | 32,882 |
| S7.11 Not under plans | 0 | 0 | 0 | | | | | | | | 0 | 0 | | 0 | 0 | | | | | 0 |
| S7.12 Levies | 3,378 | 490 | 549 | | | | | | | | 31 | 33 | | 275 | 411 | | | | | 3,795 |
| S7.4 Planning agreements | 10,530 | 0 | 0 | | 8,277 | | | | | | 93 | 78 | | 529 | 2,033 | | | | | 8,139 |
| Affordable Housing SEPP | 54,200 | 0 | 3,641 | | | | | | | | 492 | 457 | | 0 | 9,094 | | | | | 49,696 |
| Total Developer Contributions | 104,355 | 1,365 | 6,179 | 0 | 8,277 | 0 | 0 | 0 | 0 | 0 | 937 | 877 | 0 | 2,984 | 16,217 | 0 | 0 | 0 | 0 | 94,512 |

City of Canada Bay

Quarterly Budget Review Statement
for the period 01/10/2025 to 31/12/2025

Report by responsible accounting officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 December 2025

It is my opinion that the Quarterly Budget Review Statement for Canada Bay Council for the quarter ended 31/12/2025 indicates that Council's projected financial position at 30/06/2026 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____

date: 12/02/2026

Jourdan Di Leo
Responsible accounting officer

City of Canada Bay Council Capital Program

 FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|------------|---|-------------------|--------------------------|---------------------|------------------------------|----------------|-----------|
| 100462 | Drummoyne Oval Score Board | Open Space | 0 | 0 | 28,003 | 28,003 | 28,003 |
| 100873 | Skateboard Park Renewal Program | Open Space | 0 | 2,173 | 0 | 2,173 | 0 |
| 100930 | Synthetic Cricket Wicket Renewal | Open Space | 30,000 | 0 | 0 | 30,000 | 733 |
| 102634 | Open Space Planning & Recreation | Open Space | 203,126 | -11 | 0 | 203,115 | 71,753 |
| 102734 | Outdoor Exercise Equipment Program | Open Space | 100,000 | 87,808 | 0 | 187,808 | 86,775 |
| 102743 | Off-Leash Dog Area Upgrades | Open Space | 45,000 | 0 | 0 | 45,000 | 29,747 |
| 102745 | Foreshore Access - Deakin Street | Open Space | 0 | 461,666 | 0 | 461,666 | 15,370 |
| 102761 | Urban Canopy Street Tree Masterplan | Open Space | 79,507 | 5,493 | -3,000 | 82,000 | 20,493 |
| 102907 | Urban Canopy Tree Planting | Open Space | 200,000 | 6,299 | 0 | 206,299 | 108,184 |
| 102911 | Parks Renewal Program | Open Space | 140,000 | 43,922 | 0 | 183,922 | 77,488 |
| 102914 | Upgrade - Timbrell Park Sportsfield | Open Space | 4,460,000 | 249,974 | 350,000 | 5,059,974 | 2,383,828 |
| 103022 | Playground Upgrade - Accessibility Improvements | Open Space | 150,000 | 20,000 | 0 | 170,000 | 23,608 |
| 103043 | Playground upgrade - Chiswick Park | Open Space | 230,000 | 929 | 0 | 230,929 | 0 |
| 103044 | Playground upgrade - Central Park | Open Space | 172,073 | -47,125 | 0 | 124,948 | 123,845 |
| 103045 | Playground Upgrade - Brett Park | Open Space | 0 | 10,000 | 0 | 10,000 | 9,748 |
| 103046 | Playground upgrade - Henry Lawson Park | Open Space | 280,000 | 2,304 | 0 | 282,304 | 247 |
| 103047 | Playground upgrade - Mclwaine Park | Open Space | 0 | 19,000 | 0 | 19,000 | 18,833 |
| 103048 | Playground upgrade - Coralie Reserve | Open Space | 20,186 | 75,000 | 0 | 95,186 | 85,168 |
| 103096 | Pedestrian Access Mobility Plan Program | Open Space | 0 | 60,000 | 0 | 60,000 | 60,000 |
| 103097 | Urban Canopy - Asset Management | Open Space | 100,000 | 0 | 0 | 100,000 | 0 |
| 103200 | Upgrade - Howley Park East | Open Space | 2,200,000 | 228,773 | 0 | 2,428,773 | 71,547 |
| 103376 | Golf Course Safety Screen Program | Open Space | 769,800 | 27,720 | 0 | 797,520 | 0 |
| 103379 | Playground Fence - Taplin Park | Open Space | 0 | 1,930 | 0 | 1,930 | 1,930 |
| 103383 | Upgrade - Utz Reserve | Open Space | 285,175 | 12,529 | 0 | 297,704 | 264,025 |
| 103389 | Commemorative Garden Restoration - Queen Elizabeth Park | Open Space | 0 | 30,977 | 15,000 | 45,977 | 23,637 |
| 103459 | Five Dock Park multi-use court | Open Space | 296,600 | -1,000 | 0 | 295,600 | 24,479 |
| 103460 | South Street Basketball Hoop | Open Space | 0 | 29,067 | 0 | 29,067 | 27,670 |
| 103493 | Playground Design Strategy | Open Space | 0 | 50,000 | 0 | 50,000 | 0 |

City of Canada Bay Council Capital Program

FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJBUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|---|---------------------|---------------------------|---------------------|------------------------------|---------------------|---------------------|
| 103504 | Design - Fred Kelly Place | Open Space | 0 | 1,207 | 38,793 | 40,000 | 1,207 |
| 103505 | Upgrade - Lovedale Place | Open Space | 199,950 | 0 | 0 | 199,950 | 0 |
| 103544 | St Lukes Oval Water Refill Station | Open Space | 19,252 | -4,496 | 0 | 14,756 | 14,756 |
| 103547 | Chiswick Community Garden | Open Space | 0 | 42,346 | -6,344 | 36,002 | 36,003 |
| 103723 | Rhodes Retaining Wall | Open Space | 175,000 | 0 | 0 | 175,000 | 0 |
| 103725 | Powells Creek Reserve - Tennis Carpark Fencing | Open Space | 50,000 | 0 | 0 | 50,000 | 0 |
| 103727 | Open Space Accessibility Program | Open Space | 100,000 | 0 | 0 | 100,000 | 0 |
| 103755 | Playground upgrade – Rhodes Foreshore Park | Open Space | 25,000 | 0 | 0 | 25,000 | 12,480 |
| Subtotal | Open Space | | \$10,330,669 | \$1,416,485 | \$422,452 | \$12,169,606 | \$3,621,555 |
| 100523 | Fleet - Vehicles (Trucks, Utes, Trailers, Mowers) | Fleet Services | 1,000,000 | 0 | 0 | 1,000,000 | 75,634 |
| 100524 | Fleet - Lease Back Vehicles (Sedans and Wagons) | Fleet Services | 1,000,000 | 0 | 0 | 1,000,000 | 362,416 |
| 100875 | Small Plant - Engineering | Fleet Services | 33,000 | 0 | 0 | 33,000 | 1,470 |
| 100878 | Small Plant - Parks & Gardens | Fleet Services | 33,000 | 0 | 0 | 33,000 | 4,397 |
| Subtotal | Fleet Services | | \$2,066,000 | \$0 | \$0 | \$2,066,000 | \$443,917 |
| 102587 | Finance | Finance | 826,456 | 0 | 0 | 826,456 | 408,769 |
| Subtotal | Finance | | \$826,456 | \$0 | \$0 | \$826,456 | \$408,769 |
| 103212 | 10 Thornleigh Avenue Concord Divestment | Property Strategy | 0 | 25,000 | 0 | 25,000 | 16,965 |
| 103218 | Property Development | Property Strategy | 25,000 | 0 | -9,999 | 15,001 | 0 |
| 103268 | Affordable Housing - Acquisition | Property Strategy | 0 | 26,000,000 | 0 | 26,000,000 | 9,094,334 |
| 103382 | 1A Chapman Street, Strathfield | Property Strategy | 0 | 0 | 10,000 | 10,000 | 4,392 |
| 103766 | 14 Hills Road, Strathfield - Purchase | Property Strategy | 0 | 2,070,000 | 0 | 2,070,000 | 2,063,049 |
| 103776 | 4-6 Beaconsfield Lane - Property Sale | Property Strategy | 0 | 50,000 | 0 | 50,000 | 35,570 |
| 103823 | Recognition of 6 Gauthorpe St - Rhodes Stratum | Property Strategy | 0 | 0 | 8,276,706 | 8,276,706 | 8,276,706 |
| Subtotal | Property Strategy | | \$25,000 | \$28,145,000 | \$8,276,707 | \$36,446,707 | \$19,491,016 |
| 100914 | Street Tree Replacement Program | Street Tree Program | 250,000 | 0 | -223,400 | 26,600 | 1,600 |
| Subtotal | Street Tree Program | | \$250,000 | \$0 | -\$223,400 | \$26,600 | \$1,600 |

City of Canada Bay Council Capital Program

FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJBUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|--|--------------------------------------|---------------------------|---------------------|------------------------------|---------------------|--------------------|
| 102499 | Public Domain Masterplan- Victoria Road, Drummoyne | Project Management Office | 100,000 | 0 | 0 | 100,000 | 0 |
| 102585 | Redevelopment of Concord Oval | Project Management Office | 0 | 20,000 | 0 | 20,000 | 3,479 |
| 102781 | Rhodes Recreation Centre | Project Management Office | 250,000 | 685,000 | 0 | 935,000 | 243,039 |
| 102802 | PMO Projects | Project Management Office | 1,568,136 | -26 | 0 | 1,568,110 | 669,585 |
| 102879 | Public Domain Construction Works - Rhodes Station | Project Management Office | 3,000,000 | 9,000,000 | 0 | 12,000,000 | 3,255,588 |
| 102958 | Project Management Office | Project Management Office | 1,168,122 | -106 | 0 | 1,168,016 | 425,665 |
| 103192 | Majors Bay Reserve Recreation Precinct | Project Management Office | 0 | 30,000 | 0 | 30,000 | 18,605 |
| 103236 | Depot Relocation Investigation | Project Management Office | 837,489 | 58,054 | 0 | 895,543 | 23,799 |
| 103377 | Parramatta to Sydney Foreshore Link (PSFL) | Project Management Office | 305,115 | 116,521 | 0 | 421,636 | 161,334 |
| 103500 | PMO System | Project Management Office | 0 | 35,315 | 0 | 35,315 | 12,740 |
| 103566 | Campbell and Lysaght Park Masterplan | Project Management Office | 70,000 | 8,800 | 0 | 78,800 | 61,300 |
| 103567 | Plans of Management - Generic | Project Management Office | 20,000 | 0 | 0 | 20,000 | 0 |
| 103568 | Infrastructure Strategic Plan | Project Management Office | 150,000 | 5,000 | 0 | 155,000 | 0 |
| 103724 | Cabarita Park Masterplan | Project Management Office | 70,000 | 50,000 | -33,250 | 86,750 | 11,664 |
| 103778 | George Street Sag Point - design | Project Management Office | 0 | 0 | 200,000 | 200,000 | 0 |
| | | | | | | | |
| Subtotal | Project Management Office | | \$7,538,861 | \$10,008,559 | \$166,750 | \$17,714,170 | \$4,886,797 |
| | | | | | | | |
| 100996 | Venue Coordination | Venue Management | 56,000 | 0 | 0 | 56,000 | 3,513 |
| | | | | | | | |
| Subtotal | Venue Management | | \$56,000 | \$0 | -\$0 | \$56,000 | \$3,513 |
| | | | | | | | |
| 103573 | Rhodes Recreation Centre Operational Readiness | Leisure | 950,000 | 674,881 | -157,178 | 1,467,703 | 972,858 |
| | | | | | | | |
| Subtotal | Leisure | | \$950,000 | \$674,881 | -\$157,178 | \$1,467,703 | \$972,858 |
| | | | | | | | |
| 103707 | Installation of In-ground Parking Sensors | Health Building and Compliance | 75,000 | 61,999 | 0 | 136,999 | 66,667 |
| | | | | | | | |
| Subtotal | Health Building and Compliance | | \$75,000 | \$61,999 | \$0 | \$136,999 | \$66,667 |
| | | | | | | | |
| 103167 | Community Sports Facility - Queen Elizabeth Park | Subject to grant funds being awarded | 41,759 | 163,241 | 0 | 205,000 | 119,181 |
| | | | | | | | |
| Subtotal | Subject to grant funds being awarded | | \$41,759 | \$163,241 | \$0 | \$205,000 | \$119,181 |
| | | | | | | | |
| 100290 | Accessibility Works | Roads and Traffic | 200,000 | 0 | 0 | 200,000 | 46,943 |
| 100322 | Traffic Facilities Program | Roads and Traffic | 265,970 | 0 | 0 | 265,970 | 83,789 |

City of Canada Bay Council Capital Program

 FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|--|-------------------|--------------------------|---------------------|------------------------------|---------------------|--------------------|
| 100529 | Footpath Renewal Program | Roads and Traffic | 560,000 | 0 | 0 | 560,000 | 106,193 |
| 100594 | Kerb and Gutter Renewal Program | Roads and Traffic | 357,931 | 0 | 0 | 357,931 | 0 |
| 100796 | Regional Roads Program | Roads and Traffic | 133,000 | 0 | 0 | 133,000 | 49,359 |
| 100832 | Road Pavement Renewal Program | Roads and Traffic | 1,717,892 | -52 | 0 | 1,717,840 | 73,998 |
| 100835 | Road Resurfacing Program | Roads and Traffic | 2,050,000 | 0 | 0 | 2,050,000 | 1,446 |
| 100839 | Roads To Recovery Program | Roads and Traffic | 645,754 | 256,353 | 0 | 902,107 | 58,364 |
| 100941 | Embankment Stabilisation - The Terrace | Roads and Traffic | 0 | 100,000 | 0 | 100,000 | 3,200 |
| 100949 | Traffic Committee Initiatives | Roads and Traffic | 70,000 | 0 | 0 | 70,000 | 0 |
| 102759 | Bridge Renewal Program | Roads and Traffic | 200,000 | 0 | 0 | 200,000 | 911 |
| 102882 | Regional Cycleway Upgrade - RMS Grant | Roads and Traffic | 4,989,782 | 38,335 | 0 | 5,028,116 | 418,890 |
| 102883 | City of Canada Bay Active Transport Plan | Roads and Traffic | 200,000 | 10,000 | -160,000 | 50,000 | 0 |
| 102900 | Pedestrian Access Mobility Plan (PAMP) | Roads and Traffic | 100,000 | 0 | 0 | 100,000 | 0 |
| 102994 | Local Roads Heavy Patching Program | Roads and Traffic | 725,234 | 0 | 0 | 725,234 | 11,870 |
| 102999 | Car Parking Upgrade - Greenlees Avenue and Wellbank | Roads and Traffic | 300,000 | 27,400 | 0 | 327,400 | 309,703 |
| 103002 | Car Parking Treatment Construction - Phillip Street | Roads and Traffic | 0 | 0 | 0 | 0 | 127 |
| 103260 | Mortlake LATM | Roads and Traffic | 200,000 | 217,468 | 0 | 417,468 | 0 |
| 103334 | Car Parking Upgrade - Five Dock Park | Roads and Traffic | 400,000 | 0 | 0 | 400,000 | 92,136 |
| 103361 | Trafalgar Parade Pedestrian Crossing | Roads and Traffic | 0 | 0 | 0 | 0 | 87 |
| 103381 | Metered Parking Replacement and Upgrade | Roads and Traffic | 0 | 5,700 | 0 | 5,700 | 0 |
| 103704 | Brewer St Car Park Upgrade | Roads and Traffic | 0 | 160,000 | 0 | 160,000 | 0 |
| 103733 | Five Dock Traffic Study | Roads and Traffic | 100,000 | 0 | 0 | 100,000 | 0 |
| 103734 | Concord Library (Flavelle St) - Disabled Car Parking Upgrade | Roads and Traffic | 50,000 | 0 | 0 | 50,000 | 0 |
| 103735 | Hamilton St East, North Strathfield - Refuge Island | Roads and Traffic | 150,000 | 0 | 0 | 150,000 | 13,100 |
| 103736 | Rhodes Traffic Safety Measures | Roads and Traffic | 100,000 | 0 | 0 | 100,000 | 0 |
| 103737 | Drummoyne Traffic - study initiatives | Roads and Traffic | 200,000 | 0 | 0 | 200,000 | 0 |
| 103738 | Timbrell Park - traffic study initiatives | Roads and Traffic | 250,000 | 0 | 0 | 250,000 | 36,900 |
| 103744 | Flavelle Street/Gipps Street Intersection Treatment | Roads and Traffic | 150,000 | 0 | 0 | 150,000 | 0 |
| Subtotal | Roads and Traffic | | \$14,115,563 | \$815,203 | -\$160,000 | \$14,770,766 | \$1,307,014 |

City of Canada Bay Council Capital Program

FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJBUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|---|-------------------|---------------------------|---------------------|------------------------------|--------------------|------------------|
| 103549 | Plug and Play Canada Bay | Place Management | 0 | 210,500 | 0 | 210,500 | 124,099 |
| 103702 | Rhodes Recreation Centre Public Art | Place Management | 576,548 | 51,125 | 0 | 627,673 | 139,648 |
| 103703 | Sydney Metro Five Dock Temp Placemaking | Place Management | 195,000 | 0 | 0 | 195,000 | 0 |
| 103779 | Rhodes Station Precinct Public Arts | Place Management | 0 | 207,000 | 0 | 207,000 | 3,332 |
| Subtotal | Place Management | | \$771,548 | \$468,625 | -\$0 | \$1,240,173 | \$267,079 |
| 100287 | Buildings Renewal Program | Buildings | 1,305,788 | 99,606 | -425,435 | 979,959 | 243,793 |
| 101154 | Buildings Renewal Program | Buildings | 2,670,275 | 108,627 | 50,000 | 2,828,902 | 2,718,822 |
| 102813 | Building Accessibility Program | Buildings | 300,000 | 0 | 0 | 300,000 | 110,941 |
| 102885 | Community Sports Facility - Five Dock Park | Buildings | 1,036,000 | 11,979 | -742,419 | 305,560 | 16,016 |
| 103134 | Renewals - Drummoynes Swimming Centre | Buildings | 125,000 | 0 | 0 | 125,000 | 27,720 |
| 103135 | Renewals - Cabarita Swimming Centre | Buildings | 125,000 | 0 | 0 | 125,000 | 0 |
| 103231 | Sustainability Program - Buildings | Buildings | 200,000 | -20,000 | 0 | 180,000 | 77,748 |
| 103233 | Amenities Building (New) - Bayview Park | Buildings | 642,053 | 211,409 | 0 | 853,462 | 668,964 |
| 103237 | Renovation - Five Dock Leisure Centre | Buildings | 911,679 | 68,795 | 0 | 980,474 | 17,345 |
| 103269 | Amenities Building Upgrades | Buildings | 710,000 | -510,000 | -50,000 | 150,000 | 0 |
| 103276 | Buildings Innovation Program | Buildings | 560,000 | 0 | 0 | 560,000 | 0 |
| 103400 | Amenities Upgrade - Wangal Reserve | Buildings | 0 | 7,450 | 0 | 7,450 | 7,450 |
| 103435 | Community Sports Facility Upgrade - St Lukes Oval | Buildings | 1,720,000 | 0 | -708,449 | 1,011,551 | 71,451 |
| 103494 | Renewal - Town Centres | Buildings | 400,000 | 0 | 0 | 400,000 | 66,107 |
| 103495 | Shade Structure Renewals Program | Buildings | 100,000 | 17,222 | 0 | 117,222 | 64,928 |
| 103496 | Library Building Upgrades | Buildings | 285,000 | 6,750 | 0 | 291,750 | 8,625 |
| 103525 | Quarantine Reserve - Heritage Conservation Works | Buildings | 0 | 2,475 | 425,435 | 427,910 | 2,475 |
| 103584 | Rhodes Park BBQ shelter | Buildings | 60,250 | 29,375 | 0 | 89,625 | 89,625 |
| 103728 | Wellbank and Victoria Ave Childcare centre upgrades | Buildings | 220,000 | 0 | 0 | 220,000 | 14,701 |
| 103729 | Property Strategy Program | Buildings | 150,000 | 0 | 0 | 150,000 | 22,707 |
| 103730 | Property Strategy Program | Buildings | 93,150 | 0 | 0 | 93,150 | 0 |
| 103754 | Sportsfield Storage Facilities | Buildings | 300,000 | 0 | 0 | 300,000 | 0 |

City of Canada Bay Council Capital Program

FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJBUD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|--|---------------------------------|---------------------------|---------------------|------------------------------|---------------------|--------------------|
| Subtotal | Buildings | | \$11,914,195 | \$33,688 | -\$1,450,868 | \$10,497,015 | \$4,229,419 |
| 100384 | Furniture and Fittings - Concord Library | Library and Community Services | 9,200 | 22,000 | 0 | 31,200 | 23,372 |
| 100512 | Furniture - Five Dock Library | Library and Community Services | 7,300 | 0 | 0 | 7,300 | 407 |
| 100614 | Library Audio/Visual | Library and Community Services | 44,100 | 0 | 0 | 44,100 | 7,608 |
| 100615 | Library Books | Library and Community Services | 340,000 | 0 | 0 | 340,000 | 127,869 |
| 100619 | Library Periodicals | Library and Community Services | 40,400 | 0 | 0 | 40,400 | 15,889 |
| 102038 | Library Cataloguing and Processing | Library and Community Services | 131,800 | 0 | 0 | 131,800 | 41,500 |
| 102841 | Furniture and Fittings - The Learning Space | Library and Community Services | 11,500 | 0 | 0 | 11,500 | 0 |
| 103307 | Making the Most of Five Dock Library for the Community | Library and Community Services | 0 | 36,015 | 0 | 36,015 | 0 |
| Subtotal | Library and Community Services | | \$584,300 | \$58,015 | \$0 | \$642,315 | \$216,645 |
| 100448 | Drainage Renewal and Relining Program | Strategic Assets and Innovation | 809,846 | 186,213 | -420,000 | 576,059 | 348,964 |
| 100862 | Seawall Renewal Program | Strategic Assets and Innovation | 105,000 | 159,489 | 0 | 264,489 | 0 |
| 100903 | Annual Stormwater Management Program | Strategic Assets and Innovation | 503,000 | 31,044 | -200,000 | 334,044 | 107,992 |
| 102851 | Seawall Renewal - Sisters Bay to Birkenhead Point | Strategic Assets and Innovation | 450,000 | 28,754 | 0 | 478,754 | 581,649 |
| 102858 | Drainage Relining - Rothwell Park | Strategic Assets and Innovation | 494,000 | -337,650 | -43,800 | 112,550 | 112,550 |
| 102865 | Floodplains - Powells Creek East Catchment FS, FRMS, FRM | Strategic Assets and Innovation | 35,000 | 0 | 7,400 | 42,400 | 0 |
| 102867 | Exile Bay Flood Risk Management Study & Plan (FRMS&P) | Strategic Assets and Innovation | 0 | 8,692 | 17,733 | 26,425 | 20,850 |
| 102876 | Pedestrian Crossing Lighting Improvement Program | Strategic Assets and Innovation | 700,000 | 89,960 | -258,351 | 531,609 | 0 |
| 103006 | Canal and Bridge Renewal- Massey Park | Strategic Assets and Innovation | 800,000 | 0 | -550,000 | 250,000 | 13,180 |
| 103007 | Moala Concord Hospital Culvert Renewal | Strategic Assets and Innovation | 0 | 0 | 65,000 | 65,000 | 0 |
| 103156 | Lighting Renewal Program | Strategic Assets and Innovation | 0 | 15,072 | 10,956 | 26,028 | 26,028 |
| 103706 | Drummoyne Oval Lighting Upgrade | Strategic Assets and Innovation | 350,000 | 0 | -7,060 | 342,940 | 342,940 |
| 103745 | Exile Bay Flood Study Initiatives | Strategic Assets and Innovation | 250,000 | 0 | -120,000 | 130,000 | 0 |
| Subtotal | Strategic Assets and Innovation | | \$4,496,846 | \$181,574 | -\$1,498,122 | \$3,180,298 | \$1,554,153 |
| 103262 | Information Technology Projects | Information Systems | 445,000 | -18,400 | 150,000 | 576,600 | 127,033 |
| 103322 | Laptop, Mobile, and Tablet Purchases | Information Systems | 0 | 0 | 15,000 | 15,000 | 8,598 |
| 103458 | HRIS Signature Project | Information Systems | 260,000 | 0 | 0 | 260,000 | 252,262 |

City of Canada Bay Council Capital Program

FINANCIAL YEAR: 2025-26 Period: 6

| Project No | Projects | Portfolio Manager | Original Budget - 26PJBD | Change in Quarter 1 | Proposed Change in Quarter 2 | Revised Budget | Actuals |
|-----------------|-----------------------------|---------------------|--------------------------|---------------------|------------------------------|----------------------|---------------------|
| 103705 | Server Room Upgrade | Information Systems | 0 | 174,385 | 0 | 174,385 | 176,111 |
| 103749 | Firewall replacement | Information Systems | 150,000 | 0 | 0 | 150,000 | 0 |
| 103768 | IT Project - Bill Smoothing | Information Systems | 0 | 18,400 | 0 | 18,400 | 18,400 |
| 103782 | NAR Cleansing Project | Information Systems | 0 | 125,000 | -51,994 | 73,006 | 0 |
| Subtotal | Information Systems | | \$855,000 | \$299,385 | \$113,006 | \$1,267,391 | \$582,404 |
| Total | | | \$54,897,198 | \$42,326,654 | \$5,489,347 | \$102,713,199 | \$38,172,586 |

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Attachment 1– Investment Report NOVEMBER 2025



INVESTMENT
REPORT
NOVEMBER 2025

INVESTMENT REPORT NOVEMBER 2025

Investment Report NOVEMBER 2025

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Investment Report NOVEMBER 2025

November 2025 Investment Report

Statement of Cash Investments as of 30 November 2025

| STATEMENT OF CASH INVESTMENTS | | | | | | | |
|-------------------------------|--|------------------|------------------|------|----------|------------|---------------------|
| Maturity Date | Bank/Issuer | Long Term Rating | Fair Value | Term | Interest | Issue Date | Investment Type |
| 03/12/25 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 139 | 4.15% | 17/07/25 | Term Deposits |
| 04/12/25 | ANZ | AA- | \$2,000,000.00 | 301 | 4.78% | 06/02/25 | Term Deposits |
| 10/12/25 | State Bank of India, Sydney Branch | BBB | \$2,500,000.00 | 145 | 4.50% | 18/07/25 | Term Deposits |
| 18/12/25 | ANZ | AA- | \$4,000,000.00 | 239 | 4.64% | 23/04/25 | Term Deposits |
| 07/01/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 134 | 4.10% | 26/08/25 | Term Deposits |
| 14/01/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 132 | 4.13% | 04/09/25 | Term Deposits |
| 22/01/26 | ANZ | AA- | \$3,000,000.00 | 378 | 4.88% | 09/01/25 | Term Deposits |
| 29/01/26 | ANZ | AA- | \$3,000,000.00 | 281 | 4.53% | 23/04/25 | Term Deposits |
| 04/02/26 | State Bank of India, Sydney Branch | BBB | \$2,000,000.00 | 195 | 4.35% | 24/07/25 | Term Deposits |
| 05/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 366 | 4.72% | 04/02/25 | Term Deposits |
| 12/02/26 | Bank of Queensland | A- | \$4,000,000.00 | 287 | 4.30% | 01/05/25 | Term Deposits |
| 16/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 364 | 1.04% | 16/02/21 | Term Deposits |
| 04/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 202 | 4.12% | 14/08/25 | Term Deposits |
| 12/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 260 | 4.23% | 25/06/25 | Term Deposits |
| 18/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.13% | 22/08/25 | Term Deposits |
| 19/03/26 | ANZ | AA- | \$2,500,000.00 | 265 | 4.27% | 27/06/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 240 | 4.20% | 28/07/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.10% | 29/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.15% | 01/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,500,000.00 | 209 | 4.13% | 04/09/25 | Term Deposits |
| 08/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.20% | 08/08/25 | Term Deposits |
| 15/04/26 | ANZ | AA- | \$2,500,000.00 | 216 | 4.19% | 11/09/25 | Term Deposits |
| 22/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 268 | 4.20% | 28/07/25 | Term Deposits |
| 30/04/26 | ANZ | AA- | \$2,500,000.00 | 307 | 4.20% | 27/06/25 | Term Deposits |
| 07/05/26 | ING | A | \$4,000,000.00 | 371 | 4.18% | 01/05/25 | Term Deposits |
| 20/05/26 | ANZ | AA- | \$2,000,000.00 | 251 | 4.19% | 11/09/25 | Term Deposits |
| 27/05/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 252 | 4.15% | 17/09/25 | Term Deposits |
| 03/06/26 | Bank of Queensland | A- | \$2,500,000.00 | 196 | 4.33% | 19/11/25 | Term Deposits |
| 24/06/26 | Bank of Queensland | A- | \$3,000,000.00 | 208 | 4.39% | 28/11/25 | Term Deposits |
| 25/06/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 365 | 4.15% | 25/06/25 | Term Deposits |
| 01/07/26 | Heartland Bank Australia | BBB | \$2,000,000.00 | 258 | 4.30% | 16/10/25 | Term Deposits |
| 31/08/26 | ING | A | \$2,000,000.00 | 367 | 4.58% | 29/08/24 | Term Deposits |
| 10/09/26 | ING | A | \$2,000,000.00 | 374 | 4.63% | 30/08/24 | Term Deposits |
| 17/09/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 365 | 4.16% | 17/09/25 | Term Deposits |
| 28/10/26 | ING | A | \$2,000,000.00 | 372 | 4.74% | 21/10/24 | Term Deposits |
| 05/11/26 | ING | A | \$16,500,000.00 | 372 | 4.94% | 29/10/24 | Term Deposits |
| 04/02/27 | ING | A | \$4,000,000.00 | 644 | 4.10% | 01/05/25 | Term Deposits |
| 18/03/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 678 | 4.09% | 09/05/25 | Term Deposits |
| 01/04/27 | ING | A | \$4,000,000.00 | 700 | 4.08% | 01/05/25 | Term Deposits |
| 06/05/27 | ING | A | \$2,500,000.00 | 728 | 4.03% | 08/05/25 | Term Deposits |
| 12/05/27 | Rabobank Aus Limited | A | \$2,000,000.00 | 730 | 4.22% | 12/05/25 | Term Deposits |
| 20/05/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 741 | 4.07% | 09/05/25 | Term Deposits |
| 29/10/27 | ING | A | \$2,000,000.00 | 729 | 4.25% | 30/10/25 | Term Deposits |
| 11/05/28 | Rabobank Aus Limited | A | \$2,000,000.00 | 1095 | 4.37% | 12/05/25 | Term Deposits |
| 30/10/28 | ING | A | \$2,000,000.00 | 1096 | 4.33% | 30/10/25 | Term Deposits |
| 17/02/26 | Westpac | AA- | \$2,500,000.00 | 183 | 2.24% | 18/02/22 | Tailored Deposit |
| 24/02/26 | Westpac | AA- | \$2,000,000.00 | 91 | 2.31% | 25/02/22 | Tailored Deposit |
| 03/03/26 | Westpac | AA- | \$2,000,000.00 | 181 | 2.22% | 04/03/22 | Tailored Deposit |
| 30/10/26 | Westpac | AA- | \$2,000,000.00 | 365 | 4.30% | 30/10/25 | Tailored Deposit |
| 09/11/25 | Macquarie Bank | A+ | \$2,000,000.00 | 91 | 4.06% | 02/06/21 | Floating Rate Notes |
| 13/01/26 | Commonwealth Bank | AA- | \$1,500,000.00 | 92 | 4.48% | 13/01/23 | Floating Rate Notes |
| 24/02/26 | RACQ Bank | BBB+ | \$2,300,000.00 | 92 | 5.15% | 24/02/23 | Floating Rate Notes |
| 15/05/26 | Bendigo Adelaide Bank | A- | \$1,000,000.00 | 179 | 4.90% | 15/05/23 | Floating Rate Notes |
| 15/06/26 | Teachers Mutual Bank | BBB+ | \$850,000.00 | 272 | 4.24% | 16/06/21 | Floating Rate Notes |
| 19/08/26 | ING Bank Covered | AAA | \$500,000.00 | 273 | 4.05% | 19/08/21 | Floating Rate Notes |
| 14/09/26 | Macquarie Bank | A+ | \$1,600,000.00 | 364 | 4.43% | 14/09/23 | Floating Rate Notes |
| 23/11/26 | Commonwealth Bank | AA- | \$2,000,000.00 | 456 | 3.97% | 23/09/21 | Floating Rate Notes |
| 22/03/27 | ING | A | \$1,000,000.00 | 546 | 4.50% | 22/03/24 | Floating Rate Notes |
| 14/05/27 | Bendigo Adelaide Bank | A- | \$800,000.00 | 546 | 4.65% | 14/05/24 | Floating Rate Notes |
| 18/08/27 | Commonwealth Bank | AA- | \$1,100,000.00 | 638 | 4.67% | 18/08/22 | Floating Rate Notes |
| 13/09/27 | AMP | BBB+ | \$1,300,000.00 | 728 | 4.85% | 13/09/24 | Floating Rate Notes |
| 01/11/27 | Great Southern Bank | BBB+ | \$1,150,000.00 | 728 | 4.67% | 01/11/24 | Floating Rate Notes |
| 13/01/28 | Commonwealth Bank | AA- | \$1,500,000.00 | 822 | 4.73% | 13/01/23 | Floating Rate Notes |
| 19/01/28 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 821 | 4.67% | 19/01/23 | Floating Rate Notes |
| 16/02/28 | Westpac | AA- | \$1,000,000.00 | 820 | 4.63% | 16/02/23 | Floating Rate Notes |
| 09/05/28 | Bank of Queensland Covered | AAA | \$1,250,000.00 | 911 | 4.84% | 09/05/23 | Floating Rate Notes |
| 17/08/28 | Commonwealth Bank | AA- | \$1,250,000.00 | 1004 | 4.60% | 17/08/23 | Floating Rate Notes |
| 03/10/28 | Teachers Mutual Bank | BBB+ | \$2,000,000.00 | 1096 | 4.54% | 03/10/25 | Floating Rate Notes |
| 20/11/28 | Bank of Queensland | A- | \$1,500,000.00 | 1096 | 4.41% | 20/11/25 | Floating Rate Notes |
| 20/08/29 | ING | A | \$1,800,000.00 | 1369 | 4.66% | 20/08/24 | Floating Rate Notes |
| 27/09/29 | ANZ | AA- | \$2,100,000.00 | 1459 | 4.51% | 27/09/24 | Floating Rate Notes |
| 18/03/30 | National Australia Bank (NAB) | AA- | \$1,600,000.00 | 1642 | 4.39% | 18/03/25 | Floating Rate Notes |
| 21/05/30 | ANZ | AA- | \$700,000.00 | 1642 | 4.58% | 21/05/25 | Floating Rate Notes |
| 19/06/30 | Westpac | AA- | \$1,200,000.00 | 1734 | 4.38% | 19/06/25 | Floating Rate Notes |
| 10/07/30 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 1734 | 4.45% | 10/07/25 | Floating Rate Notes |
| 17/07/30 | Macquarie Bank | A+ | \$1,100,000.00 | 1734 | 4.32% | 17/07/25 | Floating Rate Notes |
| 15/08/30 | ING | A | \$500,000.00 | 1732 | 4.43% | 15/08/25 | Floating Rate Notes |
| 24/08/26 | Suncorp Covered | AAA | \$2,000,000.00 | 364 | 3.25% | 20/04/22 | Fixed Rate Bond |
| 21/01/30 | Westpac | AA- | \$1,800,000.00 | 1645 | 4.95% | 21/01/25 | Fixed Rate Bond |
| 21/05/30 | ANZ | AA- | \$500,000.00 | 1642 | 4.60% | 21/05/25 | Fixed Rate Bond |
| 17/07/30 | Macquarie Bank | A+ | \$1,000,000.00 | 1826 | 4.37% | 17/07/25 | Fixed Rate Bond |
| 15/08/30 | ING | A | \$500,000.00 | 1826 | 4.28% | 15/08/25 | Fixed Rate Bond |
| | AMP | BBB+ | \$15,000,000.00 | | 4.25% | | AMP |
| | AMP | BBB+ | \$500.00 | | 2.00% | | AMP |
| | Macquarie Bank | A+ | \$505.11 | | 3.90% | | Macquarie Bank |
| | Commonwealth Bank | AA- | \$6,500,000.00 | | 3.60% | | CBA BOS |
| | Macquarie Bank | A+ | \$0.00 | | 3.40% | | Macquarie Bank |
| | Macquarie Bank | A+ | \$0.00 | | 2.25% | | Macquarie Bank |
| | Commonwealth Bank | AA- | \$0.00 | | 0.25% | | Commonwealth Bank |
| | | | \$198,401,005.11 | | 4.253% | | |
| | TOTAL INVESTMENTS at 31/10/2025 | | \$197,901,003.71 | | 4.2503% | | |
| | Net Increase/(Decrease) in Investments | | \$1,500,001.40 | | 0.0092% | | |

Certificate of the Responsible Accounting Officer

I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

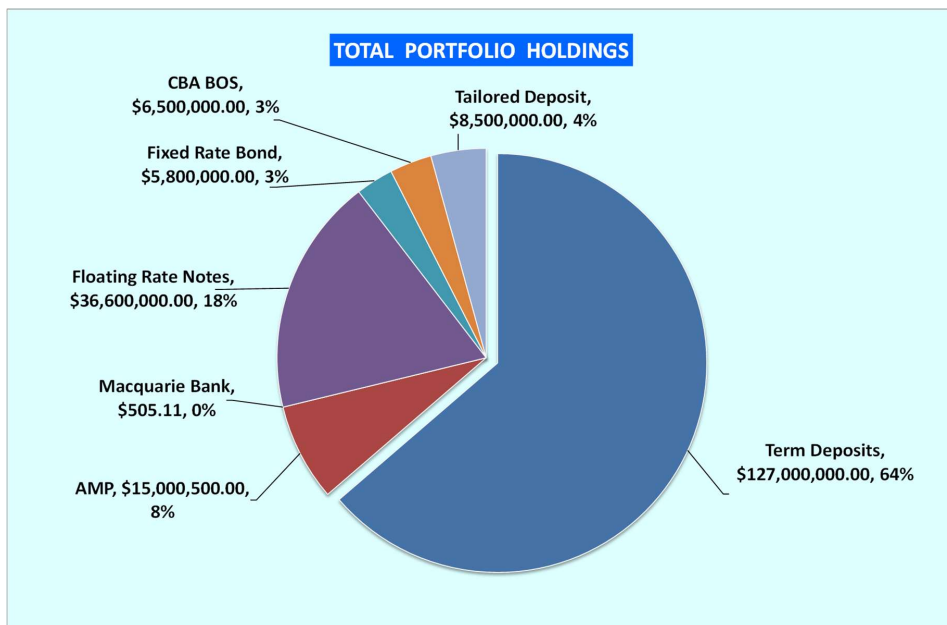
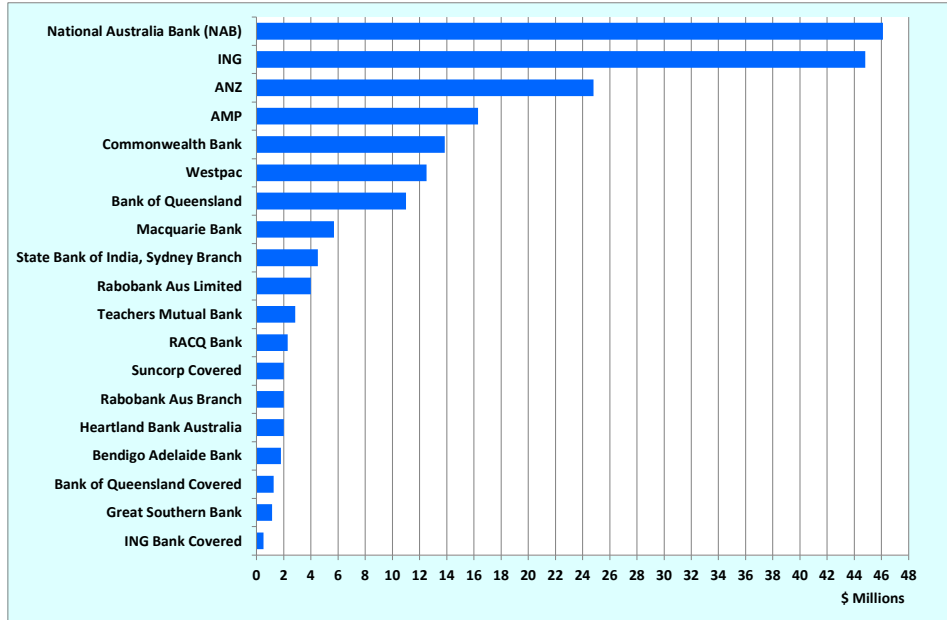
Evan Hutchings

Date: 03 Dec 2025

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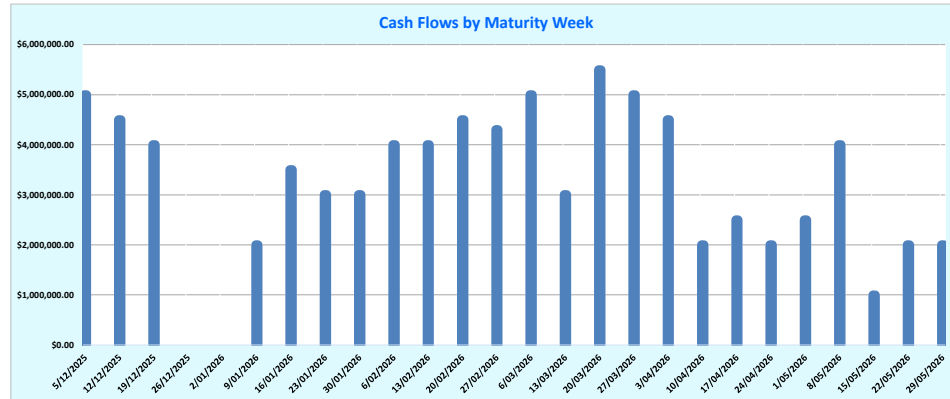
Investment Report NOVEMBER 2025

Total Investment Deposits by Institution as of 30 November 2025



Investment Report NOVEMBER 2025

Weekly cash flow forecast for 6 months as of 30 November 2025



Individual Counterparty Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council Investment Policy

| LT Ratings | ADI | Individual Limit | % of Portfolio |
|------------------------|------------------------------------|------------------|----------------|
| AAA | ING Bank Covered | 50% | 0.25% |
| | Bank of Queensland Covered | 50% | 0.63% |
| | Suncorp Covered | 50% | 1.00% |
| AA- | ANZ | 45% | 12.44% |
| | Westpac | 45% | 6.27% |
| | National Australia Bank (NAB) | 45% | 23.12% |
| | Commonwealth Bank | 45% | 6.95% |
| A+ | Rabobank Aus Branch | 30% | 1.00% |
| | Macquarie Bank | 30% | 2.86% |
| A | Rabobank Aus Limited | 30% | 2.01% |
| | ING | 30% | 22.47% |
| A- | Bank of Queensland | 30% | 5.52% |
| | Bendigo Adelaide Bank | 30% | 0.90% |
| BBB+ | RACQ Bank | 10% | 1.15% |
| | Great Southern Bank | 10% | 0.58% |
| | AMP | 10% | 8.17% |
| | Teachers Mutual Bank | 10% | 1.43% |
| BBB | Heartland Bank Australia | 10% | 1.00% |
| BBB | State Bank of India, Sydney Branch | 10% | 2.26% |
| Total Portfolio | | | 100.00% |

Investment Report NOVEMBER 2025

Counter Party Class Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council's Investment Policy (excluding At Call Deposits)

| LT Ratings | Holdings | Portfolio Limit % | % Portfolio |
|------------------------|-------------------------|-------------------|----------------|
| AAA, AA- | \$101,000,000.00 | 100% | 50.65% |
| A+ | \$7,700,505.11 | 70% | 3.86% |
| A | \$48,800,000.00 | 70% | 24.47% |
| A- | \$12,800,000.00 | 70% | 6.42% |
| BBB+ | \$22,600,500.00 | 40% | 11.33% |
| BBB | \$6,500,000.00 | 40% | 3.26% |
| Total Portfolio | \$199,401,005.11 | | 100.00% |

Investment Transactions during November 2025

| Date | Transaction | Bank/Issuer | Type | Term | Int Rate | Amount | Interest Paid |
|------------|-------------|-------------------------------|---------------------|------|--------------|-------------------------|---------------------|
| 31/10/2025 | Balance | Investment Balance Fair Value | | | | \$197,901,003.71 | |
| 3/11/2025 | Reset | Great Southern Bank | Floating Rate Notes | 822 | 4.72% | (\$1,150,000.00) | \$13,978.66 |
| 3/11/2025 | Reset | Great Southern Bank | Floating Rate Notes | 728 | 4.67% | \$1,150,000.00 | |
| 6/11/2025 | Maturity | National Australia Bank (NAB) | Term Deposits | 275 | 4.80% | (\$2,000,000.00) | \$72,328.77 |
| 10/11/2025 | Reset | Bank of Queensland Covered | Floating Rate Notes | 1002 | 4.86% | (\$1,250,000.00) | \$15,138.72 |
| 10/11/2025 | Reset | Bank of Queensland Covered | Floating Rate Notes | 911 | 4.84% | \$1,250,000.00 | |
| 13/11/2025 | Maturity | ANZ | Term Deposits | 204 | 4.62% | (\$3,000,000.00) | \$77,464.11 |
| 14/11/2025 | Reset | Bendigo Adelaide Bank | Floating Rate Notes | 638 | 4.61% | (\$800,000.00) | \$9,299.81 |
| 14/11/2025 | Reset | Bendigo Adelaide Bank | Floating Rate Notes | 546 | 4.65% | \$800,000.00 | |
| 17/11/2025 | Reset | Bendigo Adelaide Bank | Floating Rate Notes | 273 | 4.87% | (\$1,000,000.00) | \$12,532.90 |
| 17/11/2025 | Reset | Bendigo Adelaide Bank | Floating Rate Notes | 179 | 4.90% | \$1,000,000.00 | |
| 17/11/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 1095 | 4.54% | (\$1,250,000.00) | \$14,148.63 |
| 17/11/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 1004 | 4.60% | \$1,250,000.00 | |
| 17/11/2025 | Reset | ING | Floating Rate Notes | 1826 | 4.40% | (\$500,000.00) | \$5,661.25 |
| 17/11/2025 | Reset | ING | Floating Rate Notes | 1732 | 4.43% | \$500,000.00 | |
| 18/11/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 730 | 4.61% | (\$1,100,000.00) | \$12,781.70 |
| 18/11/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 638 | 4.67% | \$1,100,000.00 | |
| 18/11/2025 | Reset | Westpac | Floating Rate Notes | 911 | 4.57% | (\$1,000,000.00) | \$11,393.70 |
| 18/11/2025 | Reset | Westpac | Floating Rate Notes | 820 | 4.63% | \$1,000,000.00 | |
| 19/11/2025 | Reset | ING Bank Covered | Floating Rate Notes | 365 | 3.98% | (\$500,000.00) | \$5,016.77 |
| 19/11/2025 | Reset | ING Bank Covered | Floating Rate Notes | 273 | 4.05% | \$500,000.00 | |
| 19/11/2025 | Purchase | Bank of Queensland | Term Deposits | 196 | 4.33% | \$2,500,000.00 | |
| 19/11/2025 | Maturity | National Australia Bank (NAB) | Term Deposits | 76 | 3.96% | (\$2,500,000.00) | \$20,613.70 |
| 20/11/2025 | Purchase | Bank of Queensland | Floating Rate Notes | 1096 | 4.41% | \$1,500,000.00 | |
| 20/11/2025 | Reset | ING | Floating Rate Notes | 1461 | 4.59% | (\$1,800,000.00) | \$20,836.11 |
| 20/11/2025 | Reset | ING | Floating Rate Notes | 1369 | 4.66% | \$1,800,000.00 | |
| 20/11/2025 | Maturity | Westpac | Tailored Deposit | 93 | 1.87% | (\$1,500,000.00) | \$7,146.99 |
| 21/11/2025 | Reset | ANZ | Fixed Rate Bond | 1826 | 4.60% | (\$500,000.00) | \$11,500.00 |
| 21/11/2025 | Reset | ANZ | Fixed Rate Bond | 1642 | 4.60% | \$500,000.00 | |
| 21/11/2025 | Reset | ANZ | Floating Rate Notes | 1734 | 4.50% | (\$700,000.00) | \$7,942.55 |
| 21/11/2025 | Reset | ANZ | Floating Rate Notes | 1642 | 4.58% | \$700,000.00 | |
| 24/11/2025 | Reset | RACQ Bank | Floating Rate Notes | 183 | 5.05% | (\$2,300,000.00) | \$28,984.90 |
| 24/11/2025 | Reset | RACQ Bank | Floating Rate Notes | 92 | 5.15% | \$2,300,000.00 | |
| 25/11/2025 | Reset | Westpac | Tailored Deposit | 183 | 2.31% | (\$2,000,000.00) | \$11,644.93 |
| 25/11/2025 | Reset | Westpac | Tailored Deposit | 91 | 2.31% | \$2,000,000.00 | |
| 27/11/2025 | Maturity | Bank of Queensland | Term Deposits | 155 | 4.30% | (\$3,000,000.00) | \$54,780.82 |
| 28/11/2025 | Purchase | Bank of Queensland | Term Deposits | 208 | 4.39% | \$3,000,000.00 | |
| | Activity | Macquarie Bank | Macquarie CMA | | 3.90% | \$1.40 | \$1.40 |
| | Activity | CBA Business Online Saver | CBA (BOS) | | 3.60% | \$2,500,000.00 | \$15,530.83 |
| | Activity | AMP Bank 31Day Notice | AMP Notice | | 4.25% | \$4,000,000.00 | \$29,950.40 |
| | Activity | AMP Business Saver | AMP BSA | | 2.00% | (\$0.00) | \$1,456.55 |
| 30/11/2025 | | EOM Balance | | | Total | \$199,401,005.11 | \$480,134.20 |

Investment Report NOVEMBER 2025

Total Interest Received during November 2025

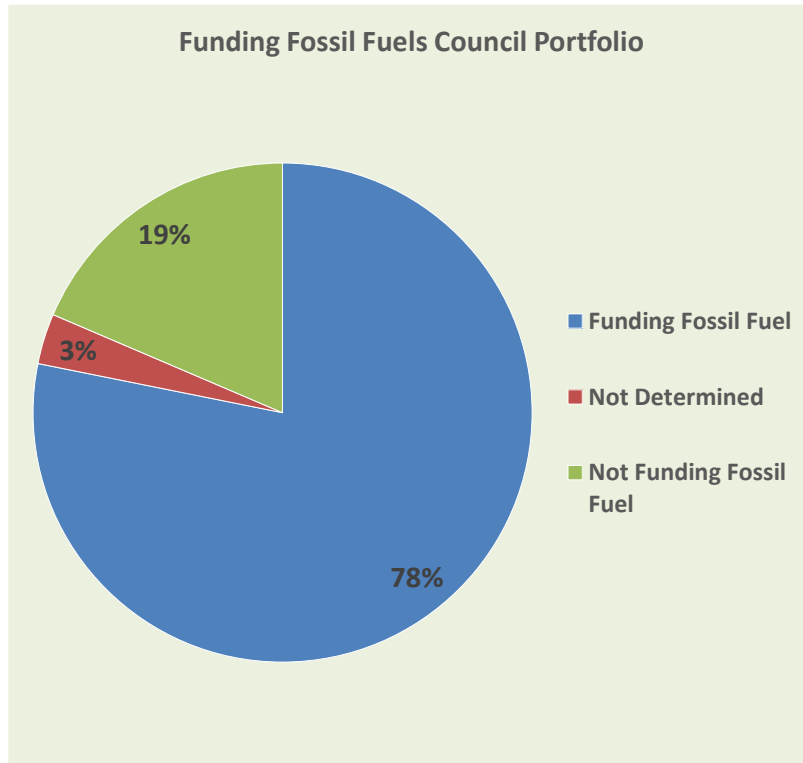
| Ledger Account | Type | November |
|-------------------|----------------------|---------------------|
| 102623-1465-40068 | Investments | \$413,195.02 |
| 102623-1465-40067 | At Call Accounts | \$46,939.18 |
| | Sub-Total | \$460,134.20 |
| 102623-1465-40066 | General Bank Account | \$7,923.72 |
| | Total | \$468,057.92 |

Fossil Fuel Allocation (Green Funding) as of 30 November 2025

| Sum of Fair Value | | |
|---|------------------------------------|-------------------------|
| Funding Fossil Fuel | Bank/Issuer | Total |
| <input checked="" type="checkbox"/> Funding Fossil Fuel | National Australia Bank (NAB) | \$46,100,000.00 |
| | ING | \$43,000,000.00 |
| | ANZ | \$22,700,000.00 |
| | Commonwealth Bank | \$13,850,000.00 |
| | Westpac | \$12,500,000.00 |
| | Macquarie Bank | \$5,700,505.11 |
| | Rabobank Aus Limited | \$4,000,000.00 |
| | Rabobank Aus Branch | \$2,000,000.00 |
| | Teachers Mutual Bank | \$2,000,000.00 |
| | Suncorp Covered | \$2,000,000.00 |
| | Bank of Queensland | \$1,500,000.00 |
| | ING Bank Covered | \$500,000.00 |
| Funding Fossil Fuel Total | | \$155,850,505.11 |
| <input checked="" type="checkbox"/> Not Determined | State Bank of India, Sydney Branch | \$4,500,000.00 |
| | Heartland Bank Australia | \$2,000,000.00 |
| Not Determined Total | | \$6,500,000.00 |
| <input checked="" type="checkbox"/> Not Funding Fossil Fuel | AMP | \$16,300,500.00 |
| | Bank of Queensland | \$9,500,000.00 |
| | RACQ Bank | \$2,300,000.00 |
| | ANZ | \$2,100,000.00 |
| | ING | \$1,800,000.00 |
| | Bendigo Adelaide Bank | \$1,800,000.00 |
| | Bank of Queensland Covered | \$1,250,000.00 |
| | Great Southern Bank | \$1,150,000.00 |
| | Teachers Mutual Bank | \$850,000.00 |
| Not Funding Fossil Fuel Total | | \$37,050,500.00 |
| Grand Total | | \$199,401,005.11 |

Council relies on information compiled by Market Forces to report on which banks invest in fossil fuels. The website is accessible from the following link. <https://www.marketforces.org.au/info/compare-bank-table/>. Council's investment portfolio balance as at 30/11/2025 of \$199.4M, is comprised of approximately 78% of funds in institutions that have some form of exposure to the fossil fuel industry. Where the institution is not incorporated into the Market Forces database, a determination of n/a is applied. This analysis is based on the institution/counterparty's exposure and not the actual underlying investments purchased by Council.

Investment Report NOVEMBER 2025



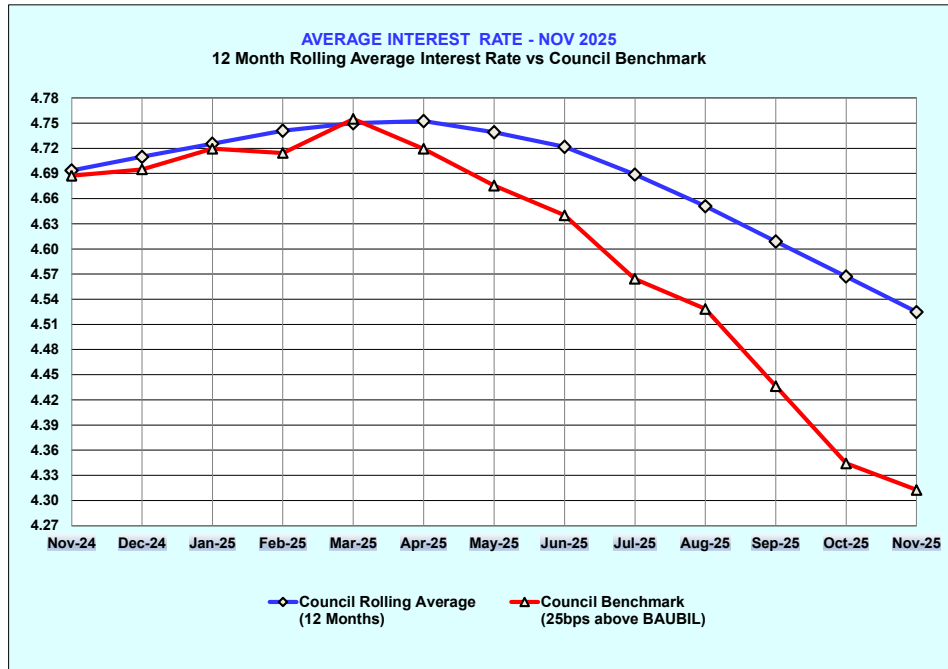
Investment Report NOVEMBER 2025

Statement of Consolidated Cash and Investments as of 30 November 2025

| Consolidated Cash & Investments | |
|---|--------------------------------|
| Cash & Investments | |
| Cash At Bank as at 30 Nov 2025 | \$3,091,338.06 |
| Investments at Fair Value as at 30 Nov 2025 | \$199,401,005.11 |
| Total Cash & Investments | <u>\$202,492,343.17</u> |
| The above cash and investments are comprised of: | |
| Externally Restricted Reserves | |
| Externally restricted reserves refer to funds received that are restricted by externally | |
| Total External Restrictions | <u>\$137,573,800.37</u> |
| Internally Restricted Reserves | |
| Internally restricted reserves are funds restricted in the use by resolution or policy of Council | |
| Total Internal Restrictions | <u>\$47,006,044.96</u> |
| Unrestricted Cash & Investments | |
| Total Unrestricted Cash & Investments | <u>\$17,912,497.84</u> |
| Total Cash & Investments | <u>\$202,492,343.17</u> |

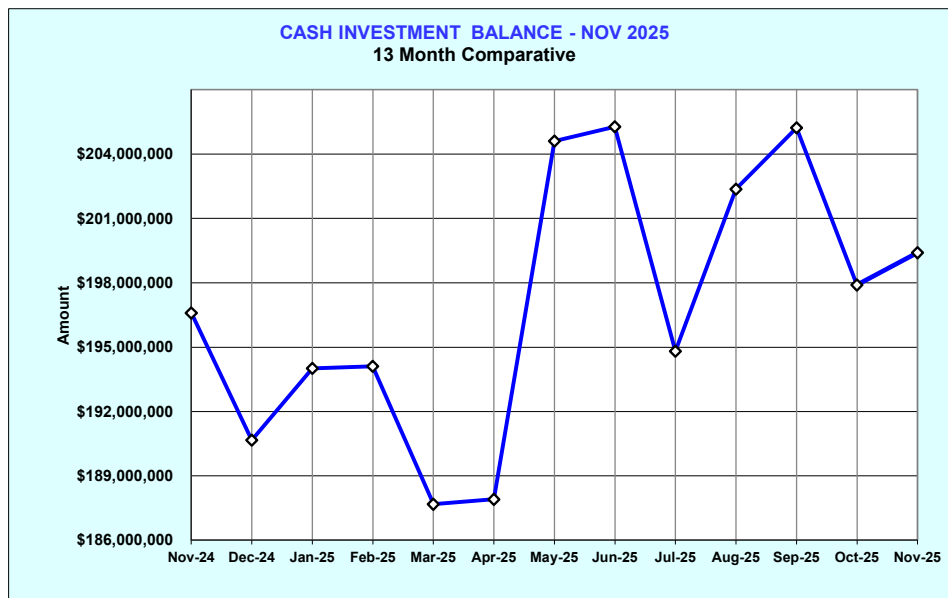
**Note: At the time of this report, reserve balances
have yet to be finalised for 30 Nov 2025**

Investment Report NOVEMBER 2025
Comparative Graphs

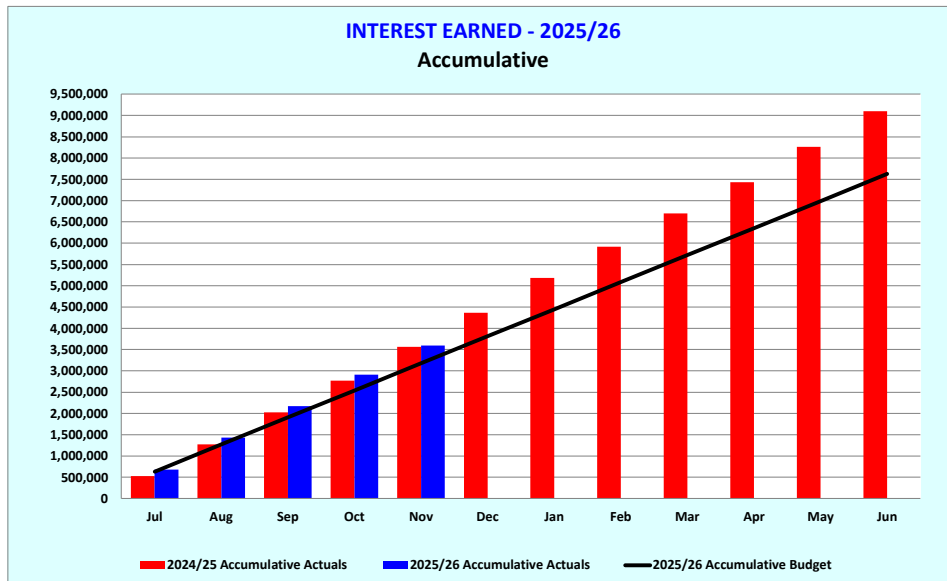
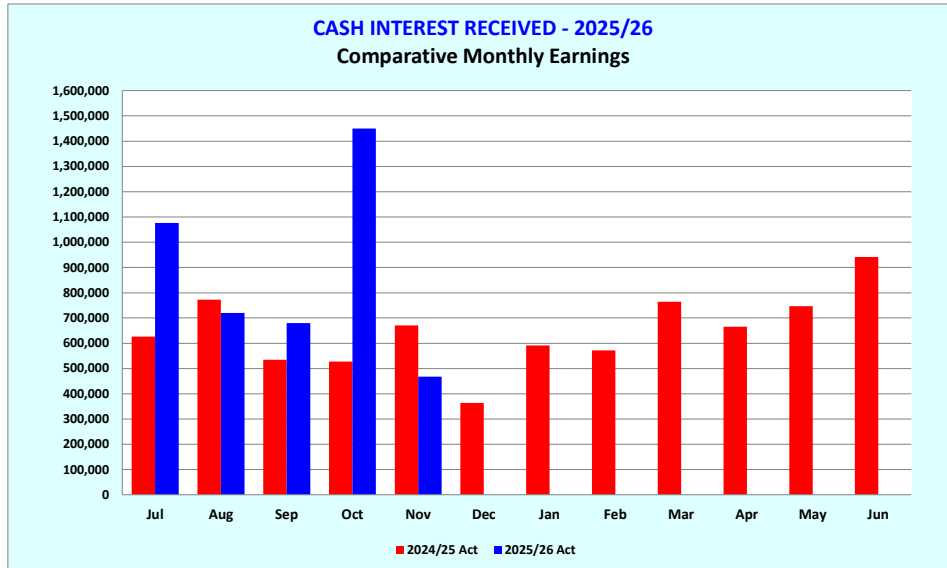


The rolling 12-month portfolio return relative to the index has out-performed benchmark. This is the result of investing in longer-term investments and locking in higher than current market rates.

Council's adopted budget for 2025-26 forecasts interest earnings of \$7.225M. The budget has been revised up by \$400k to \$7.625M in quarter one. Investment income earned for November 2025 amounted to \$684,206.65



Investment Report NOVEMBER 2025



Investment Report NOVEMBER 2025

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Attachment 1– Investment Report DECEMBER 2025



INVESTMENT
REPORT
DECEMBER 2025

INVESTMENT REPORT DECEMBER 2025

Investment Report DECEMBER 2025

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| Fossil Fuel Allocation (Green Funding) as of 31 December 2025..... | 7 |
| Statement of Consolidated Cash and Investments as of 31 December 2025 | 8 |
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Investment Report DECEMBER 2025

December 2025 Investment Report

Statement of Cash Investments as of 31 December 2025

| STATEMENT OF CASH INVESTMENTS | | | | | | | |
|-------------------------------|--|------------------|-------------------------|------|----------------|------------|---------------------|
| Maturity Date | Bank/Issuer | Long Term Rating | Fair Value | Term | Interest | Issue Date | Investment Type |
| 07/01/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 134 | 4.10% | 26/08/25 | Term Deposits |
| 14/01/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 132 | 4.13% | 04/09/25 | Term Deposits |
| 22/01/26 | ANZ | AA- | \$3,000,000.00 | 378 | 4.88% | 09/01/25 | Term Deposits |
| 29/01/26 | ANZ | AA- | \$3,000,000.00 | 281 | 4.53% | 23/04/25 | Term Deposits |
| 04/02/26 | State Bank of India, Sydney Branch | BBB | \$2,000,000.00 | 195 | 4.35% | 24/07/25 | Term Deposits |
| 05/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 366 | 4.72% | 04/02/25 | Term Deposits |
| 12/02/26 | Bank of Queensland | A- | \$4,000,000.00 | 287 | 4.30% | 01/05/25 | Term Deposits |
| 16/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 364 | 1.04% | 16/02/21 | Term Deposits |
| 04/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 202 | 4.12% | 14/08/25 | Term Deposits |
| 12/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 260 | 4.23% | 25/06/25 | Term Deposits |
| 18/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.13% | 22/08/25 | Term Deposits |
| 19/03/26 | ANZ | AA- | \$2,500,000.00 | 265 | 4.27% | 27/06/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 240 | 4.20% | 28/07/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.10% | 29/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.15% | 01/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,500,000.00 | 209 | 4.13% | 04/09/25 | Term Deposits |
| 08/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.20% | 08/08/25 | Term Deposits |
| 15/04/26 | ANZ | AA- | \$2,500,000.00 | 216 | 4.19% | 11/09/25 | Term Deposits |
| 22/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 268 | 4.20% | 28/07/25 | Term Deposits |
| 30/04/26 | ANZ | AA- | \$2,500,000.00 | 307 | 4.20% | 27/06/25 | Term Deposits |
| 07/05/26 | ING | A | \$4,000,000.00 | 371 | 4.18% | 01/05/25 | Term Deposits |
| 20/05/26 | ANZ | AA- | \$2,000,000.00 | 251 | 4.19% | 11/09/25 | Term Deposits |
| 27/05/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 252 | 4.15% | 17/09/25 | Term Deposits |
| 03/06/26 | Bank of Queensland | A- | \$2,500,000.00 | 196 | 4.33% | 19/11/25 | Term Deposits |
| 24/06/26 | Bank of Queensland | A- | \$3,000,000.00 | 208 | 4.39% | 28/11/25 | Term Deposits |
| 25/06/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 365 | 4.15% | 25/06/25 | Term Deposits |
| 01/07/26 | Heartland Bank Australia | BBB | \$2,000,000.00 | 258 | 4.30% | 16/10/25 | Term Deposits |
| 01/07/26 | Bank of Queensland | A- | \$3,000,000.00 | 210 | 4.39% | 03/12/25 | Term Deposits |
| 31/08/26 | ING | A | \$2,000,000.00 | 367 | 4.58% | 29/08/24 | Term Deposits |
| 10/09/26 | ING | A | \$2,000,000.00 | 374 | 4.63% | 30/08/24 | Term Deposits |
| 17/09/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 365 | 4.16% | 17/09/25 | Term Deposits |
| 28/10/26 | ING | A | \$2,000,000.00 | 372 | 4.74% | 21/10/24 | Term Deposits |
| 05/11/26 | ING | A | \$16,500,000.00 | 372 | 4.94% | 29/10/24 | Term Deposits |
| 04/02/27 | ING | A | \$4,000,000.00 | 644 | 4.10% | 01/05/25 | Term Deposits |
| 18/03/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 678 | 4.09% | 09/05/25 | Term Deposits |
| 01/04/27 | ING | A | \$4,000,000.00 | 700 | 4.08% | 01/05/25 | Term Deposits |
| 06/05/27 | ING | A | \$2,500,000.00 | 728 | 4.03% | 08/05/25 | Term Deposits |
| 12/05/27 | Rabobank Aus Limited | A | \$2,000,000.00 | 730 | 4.22% | 12/05/25 | Term Deposits |
| 20/05/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 741 | 4.07% | 09/05/25 | Term Deposits |
| 29/10/27 | ING | A | \$2,000,000.00 | 729 | 4.25% | 30/10/25 | Term Deposits |
| 11/05/28 | Rabobank Aus Limited | A | \$2,000,000.00 | 1095 | 4.37% | 12/05/25 | Term Deposits |
| 30/10/28 | ING | A | \$2,000,000.00 | 1096 | 4.33% | 30/10/25 | Term Deposits |
| 17/02/26 | Westpac | AA- | \$2,500,000.00 | 183 | 2.24% | 18/02/22 | Tailored Deposit |
| 24/02/26 | Westpac | AA- | \$2,000,000.00 | 91 | 2.31% | 25/02/22 | Tailored Deposit |
| 03/03/26 | Westpac | AA- | \$2,000,000.00 | 90 | 2.22% | 04/03/22 | Tailored Deposit |
| 30/10/26 | Westpac | AA- | \$2,000,000.00 | 365 | 4.30% | 30/10/25 | Tailored Deposit |
| 13/01/26 | Commonwealth Bank | AA- | \$1,500,000.00 | 92 | 4.48% | 13/01/23 | Floating Rate Notes |
| 24/02/26 | RACQ Bank | BBB+ | \$2,300,000.00 | 92 | 5.15% | 24/02/23 | Floating Rate Notes |
| 15/05/26 | Bendigo Adelaide Bank | A- | \$1,000,000.00 | 179 | 4.90% | 15/05/23 | Floating Rate Notes |
| 15/06/26 | Teachers Mutual Bank | BBB+ | \$850,000.00 | 181 | 4.39% | 16/06/21 | Floating Rate Notes |
| 19/08/26 | ING Bank Covered | AAA | \$500,000.00 | 273 | 4.05% | 19/08/21 | Floating Rate Notes |
| 14/09/26 | Macquarie Bank | A+ | \$1,600,000.00 | 273 | 4.56% | 14/09/23 | Floating Rate Notes |
| 23/12/26 | Commonwealth Bank | AA- | \$2,000,000.00 | 365 | 4.14% | 23/09/21 | Floating Rate Notes |
| 22/03/27 | ING | A | \$1,000,000.00 | 455 | 4.68% | 22/03/24 | Floating Rate Notes |
| 14/05/27 | Bendigo Adelaide Bank | A- | \$800,000.00 | 546 | 4.65% | 14/05/24 | Floating Rate Notes |
| 18/08/27 | Commonwealth Bank | AA- | \$1,100,000.00 | 638 | 4.67% | 18/08/22 | Floating Rate Notes |
| 13/09/27 | AMP | BBB+ | \$1,300,000.00 | 637 | 4.98% | 13/09/24 | Floating Rate Notes |
| 01/11/27 | Great Southern Bank | BBB+ | \$1,150,000.00 | 728 | 4.67% | 01/11/24 | Floating Rate Notes |
| 13/01/28 | Commonwealth Bank | AA- | \$1,500,000.00 | 822 | 4.73% | 13/01/23 | Floating Rate Notes |
| 19/01/28 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 821 | 4.67% | 19/01/23 | Floating Rate Notes |
| 16/02/28 | Westpac | AA- | \$1,000,000.00 | 820 | 4.63% | 16/02/23 | Floating Rate Notes |
| 09/05/28 | Bank of Queensland Covered | AAA | \$1,250,000.00 | 911 | 4.84% | 09/05/23 | Floating Rate Notes |
| 17/08/28 | Commonwealth Bank | AA- | \$1,250,000.00 | 1004 | 4.60% | 17/08/23 | Floating Rate Notes |
| 03/10/28 | Teachers Mutual Bank | BBB+ | \$2,000,000.00 | 1096 | 4.54% | 03/10/25 | Floating Rate Notes |
| 20/11/28 | Bank of Queensland | A- | \$1,500,000.00 | 1096 | 4.41% | 20/11/25 | Floating Rate Notes |
| 20/08/29 | ING | A | \$1,800,000.00 | 1369 | 4.66% | 20/08/24 | Floating Rate Notes |
| 27/09/29 | ANZ | AA- | \$2,100,000.00 | 1368 | 4.65% | 27/09/24 | Floating Rate Notes |
| 18/03/30 | National Australia Bank (NAB) | AA- | \$1,600,000.00 | 1551 | 4.55% | 18/03/25 | Floating Rate Notes |
| 21/05/30 | ANZ | AA- | \$700,000.00 | 1642 | 4.58% | 21/05/25 | Floating Rate Notes |
| 19/06/30 | Westpac | AA- | \$1,200,000.00 | 1643 | 4.56% | 19/06/25 | Floating Rate Notes |
| 10/07/30 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 1734 | 4.45% | 10/07/25 | Floating Rate Notes |
| 17/07/30 | Macquarie Bank | A+ | \$1,100,000.00 | 1734 | 4.32% | 17/07/25 | Floating Rate Notes |
| 15/08/30 | ING | A | \$500,000.00 | 1732 | 4.43% | 15/08/25 | Floating Rate Notes |
| 24/08/26 | Suncorp Covered | AAA | \$2,000,000.00 | 364 | 3.25% | 20/04/22 | Fixed Rate Bond |
| 21/01/30 | Westpac | AA- | \$1,800,000.00 | 1645 | 4.95% | 21/01/25 | Fixed Rate Bond |
| 21/05/30 | ANZ | AA- | \$500,000.00 | 1642 | 4.60% | 21/05/25 | Fixed Rate Bond |
| 17/07/30 | Macquarie Bank | A+ | \$1,000,000.00 | 1826 | 4.37% | 17/07/25 | Fixed Rate Bond |
| 15/08/30 | ING | A | \$500,000.00 | 1826 | 4.28% | 15/08/25 | Fixed Rate Bond |
| | AMP | BBB+ | \$15,000,000.00 | | 4.25% | | AMP |
| | AMP | BBB+ | \$500,000 | | 2.00% | | AMP |
| | Macquarie Bank | A+ | \$401,411 | | 3.90% | | Macquarie Bank |
| | Commonwealth Bank | A+ | \$9,000,000.00 | | 3.60% | | CBA BOS |
| | 31/12/25 | | \$191,400,901.41 | | 4.2495% | | |
| | TOTAL INVESTMENTS at 30/11/2025 | | \$199,401,005.11 | | 4.2594% | | |
| | Net Increase/(Decrease) in Investments | | (\$8,000,103.70) | | (0.0099%) | | |

Certificate of the Responsible Accounting Officer

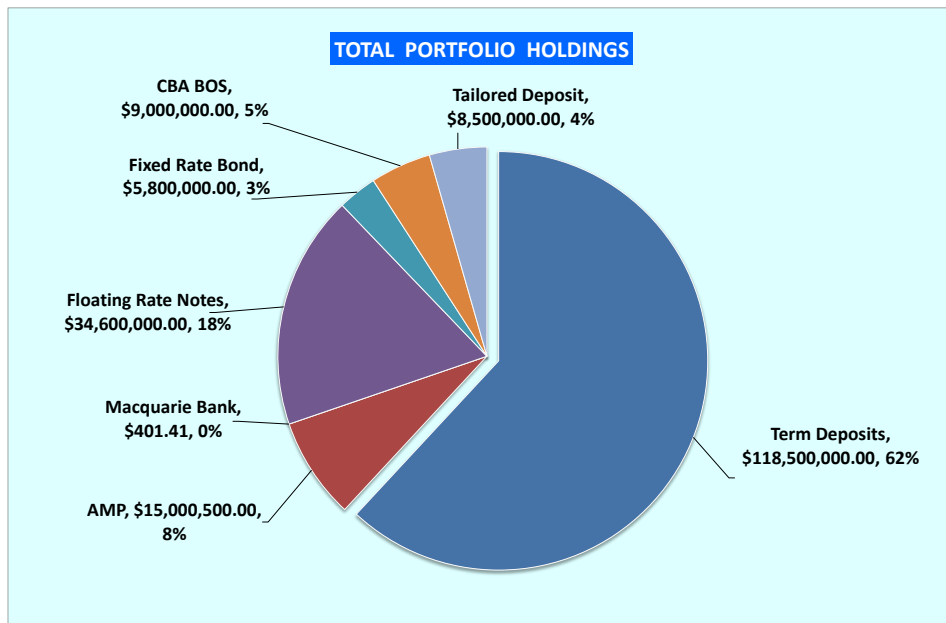
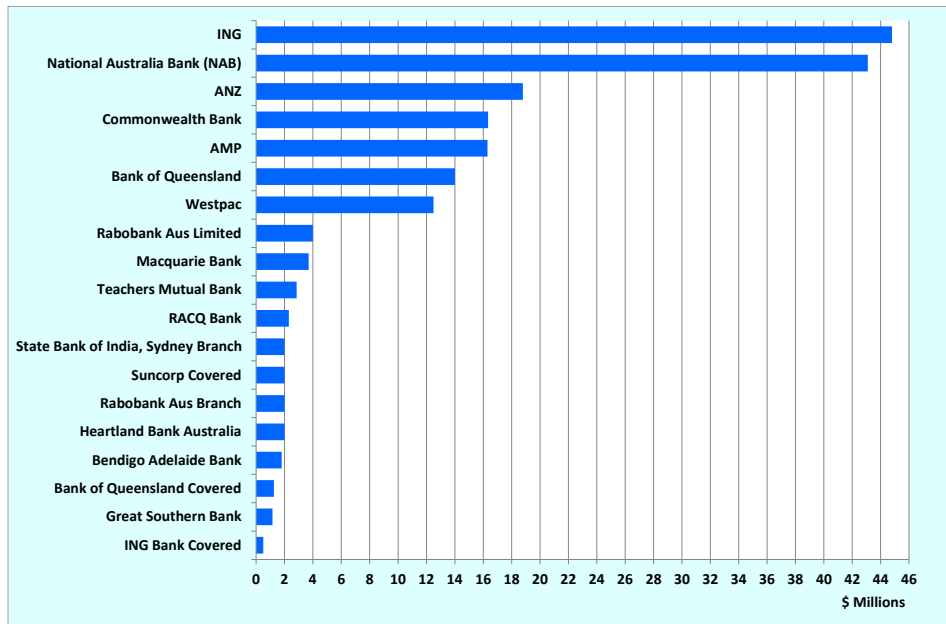
I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Jourdan Di Leo

Date: 13 Jan 2026

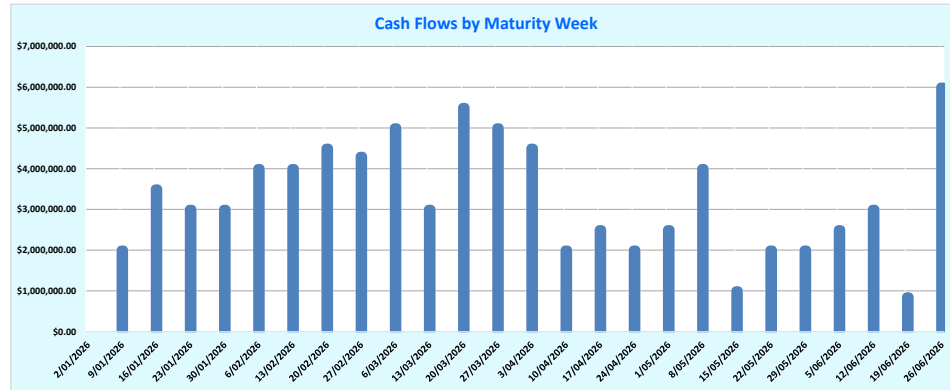
Investment Report DECEMBER 2025

Total Investment Deposits by Institution as of 31 December 2025



Investment Report DECEMBER 2025

Weekly cash flow forecast for 6 months as of 31 December 2025



Individual Counterparty Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council Investment Policy

| LT Ratings | ADI | Individual Limit | % of Portfolio |
|------------------------|------------------------------------|------------------|----------------|
| AAA | ING Bank Covered | 50% | 0.26% |
| | Bank of Queensland Covered | 50% | 0.65% |
| | Suncorp Covered | 50% | 1.04% |
| AA- | ANZ | 45% | 9.82% |
| | Westpac | 45% | 6.53% |
| | National Australia Bank (NAB) | 45% | 22.52% |
| | Commonwealth Bank | 45% | 8.54% |
| A+ | Rabobank Aus Branch | 30% | 1.04% |
| | Macquarie Bank | 30% | 1.93% |
| A | Rabobank Aus Limited | 30% | 2.09% |
| | ING | 30% | 23.41% |
| A- | Bank of Queensland | 30% | 7.31% |
| | Bendigo Adelaide Bank | 30% | 0.94% |
| BBB+ | RACQ Bank | 10% | 1.20% |
| | Great Southern Bank | 10% | 0.60% |
| | AMP | 10% | 8.52% |
| | Teachers Mutual Bank | 10% | 1.49% |
| BBB | Heartland Bank Australia | 10% | 1.04% |
| BBB | State Bank of India, Sydney Branch | 10% | 1.04% |
| Total Portfolio | | | 100.00% |

Investment Report DECEMBER 2025

Counter Party Class Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council's Investment Policy (excluding At Call Deposits)

| LT Ratings | Holdings | Portfolio Limit % | % Portfolio |
|------------------------|-------------------------|-------------------|----------------|
| AAA, AA- | \$94,500,000.00 | 100% | 49.37% |
| A+ | \$5,700,401.41 | 70% | 2.98% |
| A | \$48,800,000.00 | 70% | 25.50% |
| A- | \$15,800,000.00 | 70% | 8.25% |
| BBB+ | \$22,600,500.00 | 40% | 11.81% |
| BBB | \$4,000,000.00 | 40% | 2.09% |
| Total Portfolio | \$191,400,901.41 | | 100.00% |

Investment Transactions during December 2025

| Date | Transaction | Bank/Issuer | Type | Term | Int Rate | Amount | Interest Paid |
|------------|-------------|------------------------------------|---------------------|------|--------------|-------------------------|---------------------|
| 30/11/2025 | Balance | Investment Balance Fair Value | | | | \$199,401,005.11 | |
| 3/12/2025 | Reset | Westpac | Tailored Deposit | 181 | 2.22% | (\$2,000,000.00) | \$11,069.59 |
| 3/12/2025 | Reset | Westpac | Tailored Deposit | 90 | 2.22% | \$2,000,000.00 | |
| 3/12/2025 | Reset | Bank of Queensland | Term Deposits | 210 | 4.39% | \$3,000,000.00 | |
| 3/12/2025 | Reset | National Australia Bank (NAB) | Term Deposits | 139 | 4.15% | (\$3,000,000.00) | \$47,412.33 |
| 4/12/2025 | Maturity | ANZ | Term Deposits | 301 | 4.78% | (\$2,000,000.00) | \$78,837.26 |
| 9/12/2025 | Maturity | Macquarie Bank | Floating Rate Notes | 91 | 4.06% | (\$2,000,000.00) | \$20,252.36 |
| 10/12/2025 | Maturity | State Bank of India, Sydney Branch | Term Deposits | 145 | 4.50% | (\$2,500,000.00) | \$44,691.78 |
| 15/12/2025 | Reset | AMP | Floating Rate Notes | 728 | 4.85% | (\$1,300,000.00) | \$15,719.96 |
| 15/12/2025 | Reset | AMP | Floating Rate Notes | 637 | 4.98% | \$1,300,000.00 | |
| 15/12/2025 | Reset | Macquarie Bank | Floating Rate Notes | 364 | 4.43% | (\$1,600,000.00) | \$17,672.25 |
| 15/12/2025 | Reset | Macquarie Bank | Floating Rate Notes | 273 | 4.56% | \$1,600,000.00 | |
| 16/12/2025 | Reset | Teachers Mutual Bank | Floating Rate Notes | 272 | 4.24% | (\$850,000.00) | \$8,985.32 |
| 16/12/2025 | Reset | Teachers Mutual Bank | Floating Rate Notes | 181 | 4.39% | \$850,000.00 | |
| 18/12/2025 | Reset | National Australia Bank (NAB) | Floating Rate Notes | 1642 | 4.39% | (\$1,600,000.00) | \$17,507.50 |
| 18/12/2025 | Reset | National Australia Bank (NAB) | Floating Rate Notes | 1551 | 4.55% | \$1,600,000.00 | |
| 18/12/2025 | Maturity | ANZ | Term Deposits | 239 | 4.64% | (\$4,000,000.00) | \$121,529.86 |
| 19/12/2025 | Reset | Westpac | Floating Rate Notes | 1734 | 4.38% | (\$1,200,000.00) | \$13,098.91 |
| 19/12/2025 | Reset | Westpac | Floating Rate Notes | 1643 | 4.56% | \$1,200,000.00 | |
| 22/12/2025 | Reset | ING | Floating Rate Notes | 546 | 4.50% | (\$1,000,000.00) | \$11,211.20 |
| 22/12/2025 | Reset | ING | Floating Rate Notes | 455 | 4.68% | \$1,000,000.00 | |
| 23/12/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 456 | 3.97% | (\$2,000,000.00) | \$19,775.67 |
| 23/12/2025 | Reset | Commonwealth Bank | Floating Rate Notes | 365 | 4.14% | \$2,000,000.00 | |
| 29/12/2025 | Reset | ANZ | Floating Rate Notes | 1459 | 4.51% | (\$2,100,000.00) | \$23,622.05 |
| 29/12/2025 | Reset | ANZ | Floating Rate Notes | 1368 | 4.65% | \$2,100,000.00 | |
| | Activity | Macquarie Bank | Macquarie CMA | | 3.90% | (\$103.70) | \$1.41 |
| | Activity | CBA Business Online Saver | CBA (BOS) | | 3.60% | \$2,500,000.00 | \$20,682.93 |
| | Activity | AMP Bank 31Day Notice | AMP Notice | | 4.25% | \$0.00 | \$37,997.27 |
| | Activity | AMP Business Saver | AMP BSA | | 2.00% | \$0.00 | \$881.85 |
| 31/12/2025 | | EOM Balance | | | Total | \$191,400,901.41 | \$510,949.50 |

Investment Report DECEMBER 2025

Total Interest Received during December 2025

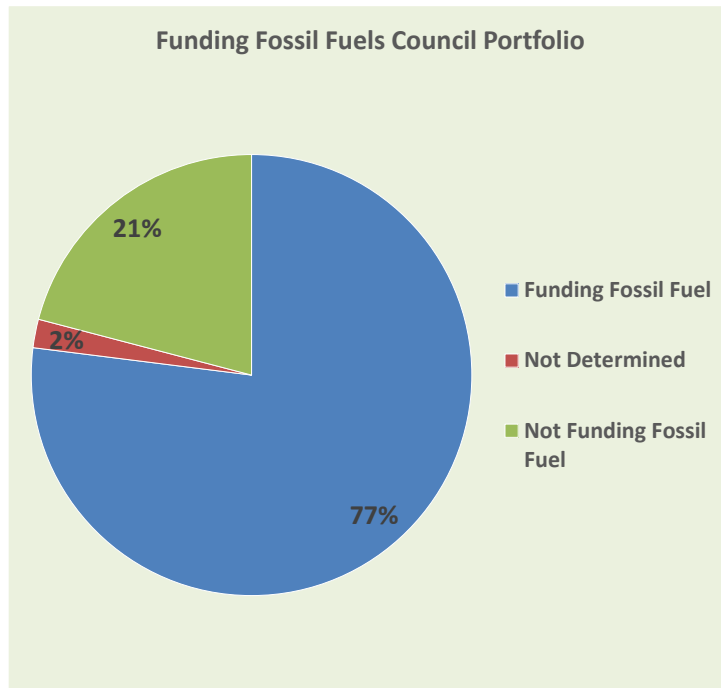
| Ledger Account | Type | December |
|-------------------|------------------|---------------------|
| 102623-1465-40068 | Investments | \$451,386.04 |
| 102623-1465-40067 | At Call Accounts | \$59,563.46 |
| | Sub-Total | \$510,949.50 |
| 102623-1465-40066 | General Bank Acc | \$8,847.46 |
| | Total | \$519,796.96 |

Fossil Fuel Allocation (Green Funding) as of 31 December 2025

| Sum of Fair Value | | |
|---|------------------------------------|-------------------------|
| Funding Fossil Fuel | Bank/Issuer | Total |
| <input checked="" type="checkbox"/> Funding Fossil Fuel | National Australia Bank (NAB) | \$43,100,000.00 |
| | ING | \$43,000,000.00 |
| | ANZ | \$16,700,000.00 |
| | Commonwealth Bank | \$16,350,000.00 |
| | Westpac | \$12,500,000.00 |
| | Rabobank Aus Limited | \$4,000,000.00 |
| | Macquarie Bank | \$3,700,401.41 |
| | Rabobank Aus Branch | \$2,000,000.00 |
| | Teachers Mutual Bank | \$2,000,000.00 |
| | Suncorp Covered | \$2,000,000.00 |
| | Bank of Queensland | \$1,500,000.00 |
| | ING Bank Covered | \$500,000.00 |
| Funding Fossil Fuel Total | | \$147,350,401.41 |
| <input checked="" type="checkbox"/> Not Determined | Heartland Bank Australia | \$2,000,000.00 |
| | State Bank of India, Sydney Branch | \$2,000,000.00 |
| Not Determined Total | | \$4,000,000.00 |
| <input checked="" type="checkbox"/> Not Funding Fossil Fuel | AMP | \$16,300,500.00 |
| | Bank of Queensland | \$12,500,000.00 |
| | RACQ Bank | \$2,300,000.00 |
| | ANZ | \$2,100,000.00 |
| | ING | \$1,800,000.00 |
| | Bendigo Adelaide Bank | \$1,800,000.00 |
| | Bank of Queensland Covered | \$1,250,000.00 |
| | Great Southern Bank | \$1,150,000.00 |
| | Teachers Mutual Bank | \$850,000.00 |
| Not Funding Fossil Fuel Total | | \$40,050,500.00 |
| Grand Total | | \$191,400,901.41 |

Council relies on information compiled by Market Forces to report on which banks invest in fossil fuels. The website is accessible from the following link. <https://www.marketforces.org.au/info/compare-bank-table/>. Council's investment portfolio balance as at 31/12/2025 of \$191.4M, is comprised of approximately 77% of funds in institutions that have some form of exposure to the fossil fuel industry. Where the institution is not incorporated into the Market Forces database, a determination of n/a is applied. This analysis is based on the institution/counterparty's exposure and not the actual underlying investments purchased by Council.

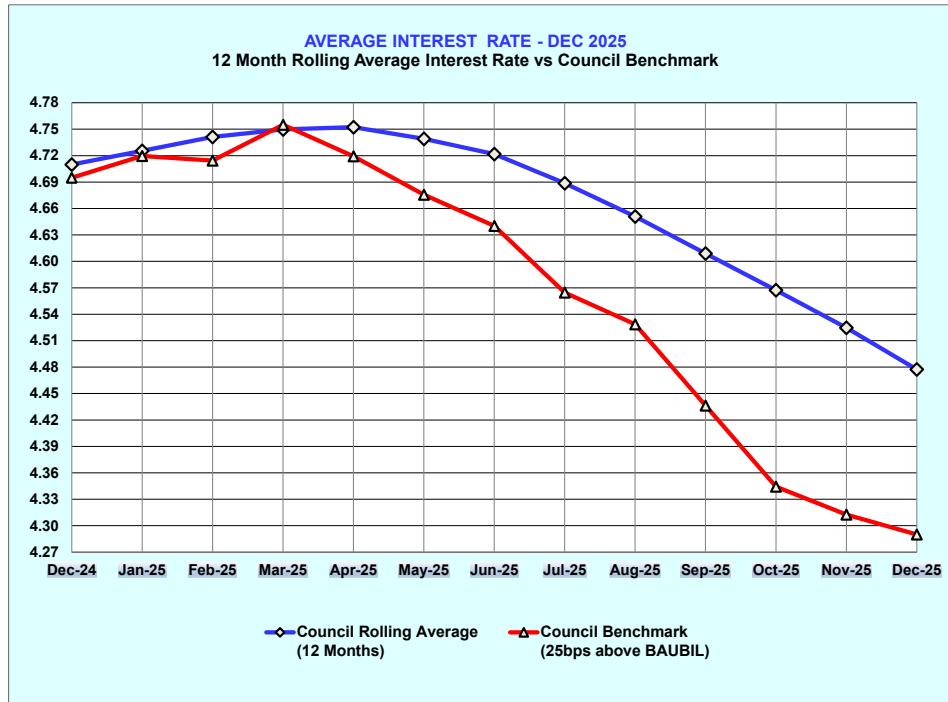
Investment Report DECEMBER 2025



Statement of Consolidated Cash and Investments as of 31 December 2025

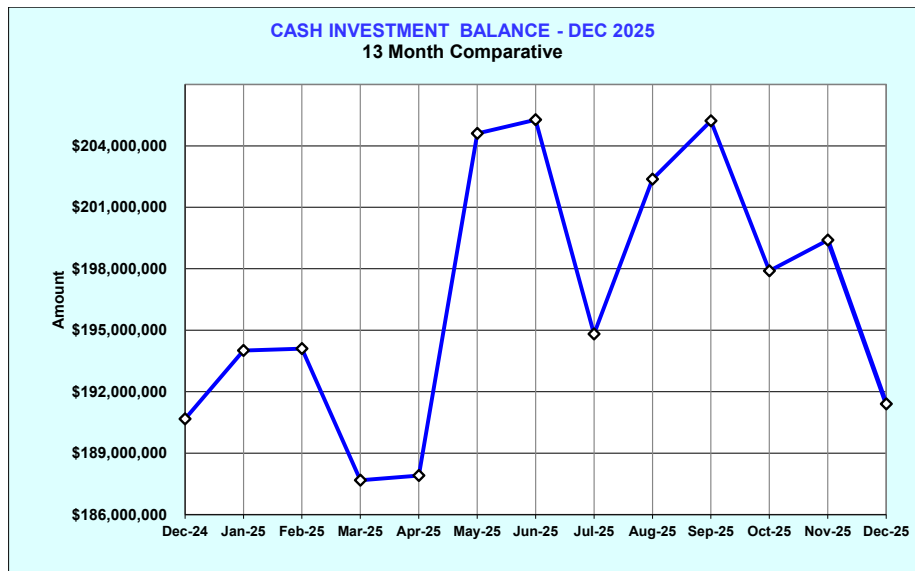
| Consolidated Cash & Investments | |
|---|--------------------------------|
| Cash & Investments | |
| Cash At Bank as at 31 Dec 2025 | \$3,314,946.08 |
| Investments at Fair Value as at 31 Dec 2025 | \$191,400,901.41 |
| Total Cash & Investments | <u>\$194,715,847.49</u> |
| The above cash and investments are comprised of: | |
| Externally Restricted Reserves | |
| Externally restricted reserves refer to funds received that are restricted by externally | |
| Total External Restrictions | \$132,849,903.04 |
| Internally Restricted Reserves | |
| Internally restricted reserves are funds restricted in the use by resolution or policy of Council | |
| Total Internal Restrictions | \$46,022,270.28 |
| Unrestricted Cash & Investments | |
| Total Unrestricted Cash & Investments | <u>\$15,843,674.17</u> |
| Total Cash & Investments | <u>\$194,715,847.49</u> |

Investment Report DECEMBER 2025
Comparative Graphs

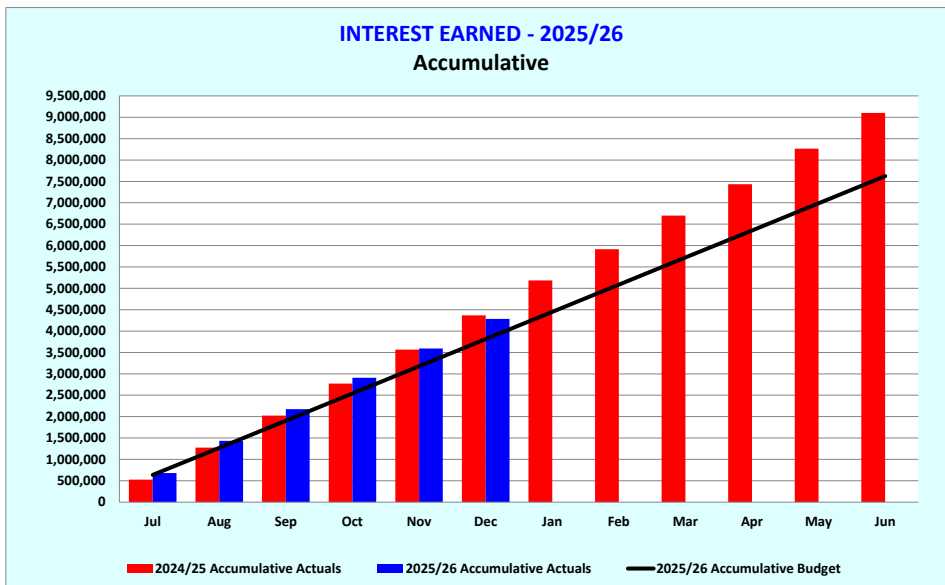
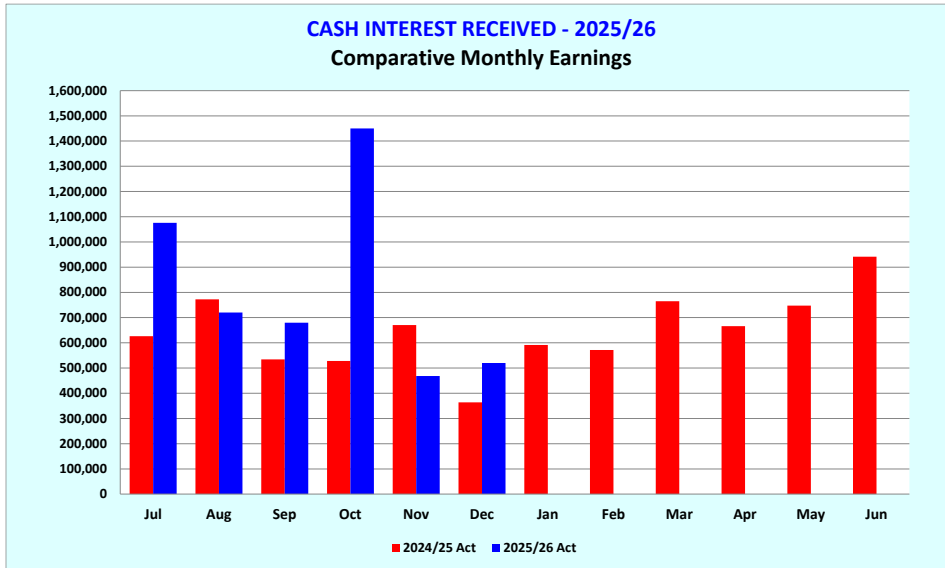


The rolling 12-month portfolio return relative to the index has out-performed benchmark. This is the result of investing in longer-term investments and locking in higher than current market rates.

Council's adopted budget for 2025-26 forecasts interest earnings of \$7.225M. The budget has been revised up by \$400k to \$7.625M in quarter one. Investment income earned for December 2025 amounted to \$691,765.77



Investment Report DECEMBER 2025



Investment Report DECEMBER 2025

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Attachment 1– Investment Report JANUARY 2026



INVESTMENT
REPORT
JANUARY 2026

INVESTMENT REPORT JANUARY 2026

Investment Report JANUARY 2026

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Investment Report JANUARY 2026

January 2026 Investment Report

Statement of Cash Investments as of 31 January 2026

| STATEMENT OF CASH INVESTMENTS | | | | | | | |
|-------------------------------|--|------------------|-------------------------|------|----------------|------------|---------------------|
| Maturity Date | Bank/Issuer | Long Term Rating | Fair Value | Term | Interest | Issue Date | Investment Type |
| 04/02/26 | State Bank of India, Sydney Branch | BBB | \$2,000,000.00 | 195 | 4.35% | 24/07/25 | Term Deposits |
| 05/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 366 | 4.72% | 04/02/25 | Term Deposits |
| 12/02/26 | Bank of Queensland | A- | \$4,000,000.00 | 287 | 4.30% | 01/05/25 | Term Deposits |
| 16/02/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 364 | 1.04% | 16/02/21 | Term Deposits |
| 04/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 202 | 4.12% | 14/08/25 | Term Deposits |
| 12/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 260 | 4.23% | 25/06/25 | Term Deposits |
| 18/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.13% | 22/08/25 | Term Deposits |
| 19/03/26 | Suncorp Bank | AA- | \$2,500,000.00 | 265 | 4.27% | 27/06/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 240 | 4.20% | 28/07/25 | Term Deposits |
| 25/03/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 208 | 4.10% | 29/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.15% | 01/08/25 | Term Deposits |
| 01/04/26 | National Australia Bank (NAB) | AA- | \$2,500,000.00 | 209 | 4.13% | 04/09/25 | Term Deposits |
| 08/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 243 | 4.20% | 08/08/25 | Term Deposits |
| 15/04/26 | Suncorp Bank | AA- | \$2,500,000.00 | 216 | 4.19% | 11/09/25 | Term Deposits |
| 22/04/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 268 | 4.20% | 28/07/25 | Term Deposits |
| 30/04/26 | Suncorp Bank | AA- | \$2,500,000.00 | 307 | 4.20% | 27/06/25 | Term Deposits |
| 07/05/26 | ING | A | \$4,000,000.00 | 371 | 4.18% | 01/05/25 | Term Deposits |
| 20/05/26 | Suncorp Bank | AA- | \$2,000,000.00 | 251 | 4.19% | 11/09/25 | Term Deposits |
| 27/05/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 252 | 4.15% | 17/09/25 | Term Deposits |
| 03/06/26 | Bank of Queensland | A- | \$2,500,000.00 | 196 | 4.33% | 19/11/25 | Term Deposits |
| 10/06/26 | MyState Bank | BBB | \$3,000,000.00 | 152 | 4.50% | 09/01/26 | Term Deposits |
| 17/06/26 | MyState Bank | BBB | \$2,000,000.00 | 146 | 4.40% | 22/01/26 | Term Deposits |
| 24/06/26 | Bank of Queensland | A- | \$3,000,000.00 | 208 | 4.39% | 28/11/25 | Term Deposits |
| 25/06/26 | National Australia Bank (NAB) | AA- | \$3,000,000.00 | 365 | 4.15% | 25/06/25 | Term Deposits |
| 01/07/26 | Heartland Bank Australia | BBB | \$2,000,000.00 | 258 | 4.30% | 16/10/25 | Term Deposits |
| 01/07/26 | Bank of Queensland | A- | \$3,000,000.00 | 210 | 4.39% | 03/12/25 | Term Deposits |
| 08/07/26 | Australian Military Bank | BBB+ | \$2,000,000.00 | 182 | 4.61% | 07/01/26 | Term Deposits |
| 31/08/26 | ING | A | \$2,000,000.00 | 367 | 4.59% | 29/08/24 | Term Deposits |
| 10/09/26 | ING | A | \$2,000,000.00 | 374 | 4.63% | 30/08/24 | Term Deposits |
| 17/09/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 365 | 4.16% | 17/09/25 | Term Deposits |
| 28/10/26 | ING | A | \$2,000,000.00 | 372 | 4.74% | 21/10/24 | Term Deposits |
| 05/11/26 | ING | A | \$16,500,000.00 | 372 | 4.94% | 29/10/24 | Term Deposits |
| 16/12/26 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 328 | 4.55% | 22/01/26 | Term Deposits |
| 27/01/27 | ING | A | \$3,000,000.00 | 362 | 4.78% | 30/01/26 | Term Deposits |
| 04/02/27 | ING | A | \$4,000,000.00 | 644 | 4.10% | 01/05/25 | Term Deposits |
| 18/03/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 678 | 4.09% | 09/05/25 | Term Deposits |
| 01/04/27 | ING | A | \$4,000,000.00 | 700 | 4.08% | 01/05/25 | Term Deposits |
| 06/05/27 | ING | A | \$2,500,000.00 | 728 | 4.03% | 08/05/25 | Term Deposits |
| 12/05/27 | Rabobank Aus Limited | A | \$2,000,000.00 | 730 | 4.22% | 12/05/25 | Term Deposits |
| 20/05/27 | National Australia Bank (NAB) | AA- | \$2,000,000.00 | 741 | 4.07% | 09/05/25 | Term Deposits |
| 29/10/27 | ING | A | \$2,000,000.00 | 729 | 4.25% | 30/10/25 | Term Deposits |
| 11/05/28 | Rabobank Aus Limited | A | \$2,000,000.00 | 1095 | 4.37% | 12/05/25 | Term Deposits |
| 30/10/28 | ING | A | \$2,000,000.00 | 1096 | 4.33% | 30/10/25 | Term Deposits |
| 17/02/26 | Westpac | AA- | \$2,500,000.00 | 183 | 2.24% | 18/02/22 | Tailored Deposit |
| 24/02/26 | Westpac | AA- | \$2,000,000.00 | 91 | 2.31% | 25/02/22 | Tailored Deposit |
| 03/03/26 | Westpac | AA- | \$2,000,000.00 | 90 | 2.22% | 04/03/22 | Tailored Deposit |
| 30/10/26 | Westpac | AA- | \$2,000,000.00 | 365 | 4.30% | 30/10/25 | Tailored Deposit |
| 24/02/26 | RACQ Bank | BBB+ | \$2,300,000.00 | 92 | 5.15% | 24/02/23 | Floating Rate Notes |
| 15/05/26 | Bendigo Adelaide Bank | A- | \$1,000,000.00 | 179 | 4.90% | 15/05/23 | Floating Rate Notes |
| 15/06/26 | Teachers Mutual Bank | BBB+ | \$850,000.00 | 181 | 4.39% | 16/06/21 | Floating Rate Notes |
| 19/08/26 | ING Bank Covered | AAA | \$500,000.00 | 273 | 4.05% | 19/08/21 | Floating Rate Notes |
| 14/09/26 | Macquarie Bank | A+ | \$1,600,000.00 | 273 | 4.56% | 14/09/23 | Floating Rate Notes |
| 23/12/26 | Commonwealth Bank | AA- | \$2,000,000.00 | 365 | 4.14% | 23/09/21 | Floating Rate Notes |
| 22/03/27 | ING | A | \$1,000,000.00 | 455 | 4.68% | 22/03/24 | Floating Rate Notes |
| 14/05/27 | Bendigo Adelaide Bank | A- | \$800,000.00 | 546 | 4.65% | 14/05/24 | Floating Rate Notes |
| 18/08/27 | Commonwealth Bank | AA- | \$1,100,000.00 | 638 | 4.67% | 18/08/22 | Floating Rate Notes |
| 13/09/27 | AMP | BBB+ | \$1,300,000.00 | 637 | 4.98% | 13/09/24 | Floating Rate Notes |
| 01/11/27 | Great Southern Bank | BBB+ | \$1,150,000.00 | 728 | 4.67% | 01/11/24 | Floating Rate Notes |
| 13/01/28 | Commonwealth Bank | AA- | \$1,500,000.00 | 730 | 4.89% | 13/01/23 | Floating Rate Notes |
| 19/01/28 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 730 | 4.91% | 19/01/23 | Floating Rate Notes |
| 16/02/28 | Westpac | AA- | \$1,000,000.00 | 820 | 4.63% | 16/02/23 | Floating Rate Notes |
| 09/05/28 | Bank of Queensland Covered | AAA | \$1,250,000.00 | 911 | 4.84% | 09/05/23 | Floating Rate Notes |
| 17/08/28 | Commonwealth Bank | AA- | \$1,250,000.00 | 1004 | 4.60% | 17/08/23 | Floating Rate Notes |
| 03/10/28 | Teachers Mutual Bank | BBB+ | \$2,000,000.00 | 1002 | 4.69% | 03/10/25 | Floating Rate Notes |
| 20/11/28 | Bank of Queensland | A- | \$1,500,000.00 | 1096 | 4.41% | 20/11/25 | Floating Rate Notes |
| 20/08/29 | ING | A | \$1,800,000.00 | 1369 | 4.66% | 20/08/24 | Floating Rate Notes |
| 27/09/29 | Suncorp Bank | AA- | \$2,100,000.00 | 1368 | 4.65% | 27/09/24 | Floating Rate Notes |
| 18/03/30 | National Australia Bank (NAB) | AA- | \$1,600,000.00 | 1551 | 4.55% | 18/03/25 | Floating Rate Notes |
| 21/05/30 | Suncorp Bank | AA- | \$700,000.00 | 1642 | 4.58% | 21/05/25 | Floating Rate Notes |
| 19/06/30 | Westpac | AA- | \$1,200,000.00 | 1643 | 4.56% | 19/06/25 | Floating Rate Notes |
| 10/07/30 | Rabobank Aus Branch | A+ | \$1,000,000.00 | 1640 | 4.60% | 10/07/25 | Floating Rate Notes |
| 17/07/30 | Macquarie Bank | A+ | \$1,100,000.00 | 1640 | 4.55% | 17/07/25 | Floating Rate Notes |
| 15/08/30 | ING | A | \$500,000.00 | 1732 | 4.43% | 15/08/25 | Floating Rate Notes |
| 15/01/31 | Commonwealth Bank | AA- | \$1,500,000.00 | 1826 | 4.47% | 15/01/26 | Floating Rate Notes |
| 24/08/26 | Suncorp Covered | AAA | \$2,000,000.00 | 364 | 3.25% | 20/04/22 | Fixed Rate Bond |
| 21/01/30 | Westpac | AA- | \$1,800,000.00 | 1461 | 4.95% | 21/01/25 | Fixed Rate Bond |
| 21/05/30 | Suncorp Bank | AA- | \$500,000.00 | 1642 | 4.60% | 21/05/25 | Fixed Rate Bond |
| 17/07/30 | Macquarie Bank | A+ | \$1,000,000.00 | 1640 | 4.37% | 17/07/25 | Fixed Rate Bond |
| 15/08/30 | ING | A | \$500,000.00 | 1826 | 4.28% | 15/08/25 | Fixed Rate Bond |
| 15/01/31 | Commonwealth Bank | AA- | \$800,000.00 | 1826 | 5.03% | 15/01/26 | Fixed Rate Bond |
| | AMP | BBB+ | \$15,000,000.00 | | 4.25% | | AMP |
| | AMP | BBB+ | \$500.00 | | 2.00% | | AMP |
| | Macquarie Bank | A+ | \$402.61 | | 3.90% | | Macquarie Bank |
| | Commonwealth Bank | A+ | \$4,000,000.00 | | 3.60% | | CBA BOS |
| | 31/01/26 | | \$189,200,502.61 | | 4.2856% | | |
| | TOTAL INVESTMENTS at 31/12/2025 | | \$191,400,901.41 | | 4.2495% | | |
| | Net Increase/(Decrease) in Investments | | (\$2,199,998.80) | | 0.0361% | | |

Certificate of the Responsible Accounting Officer

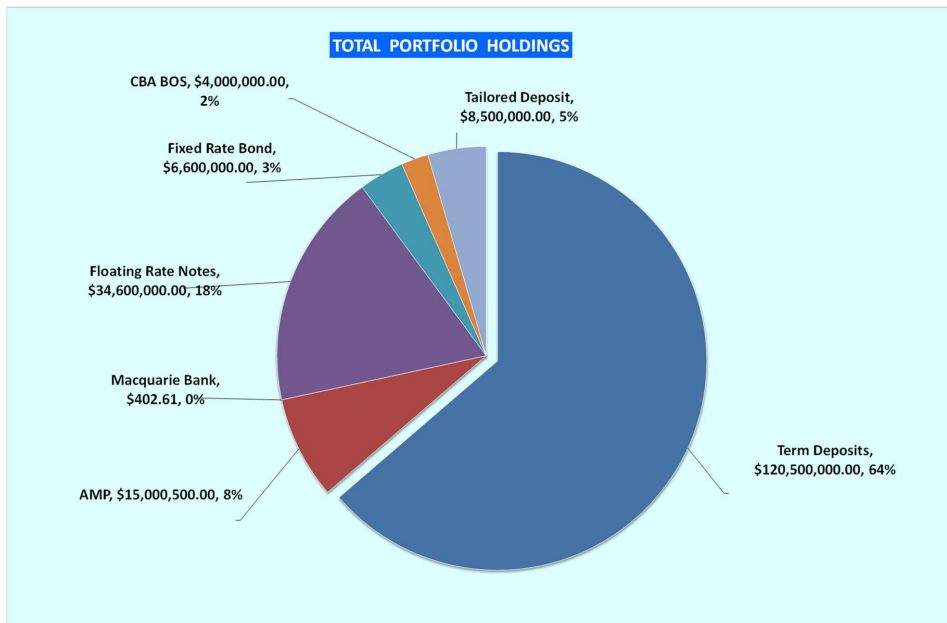
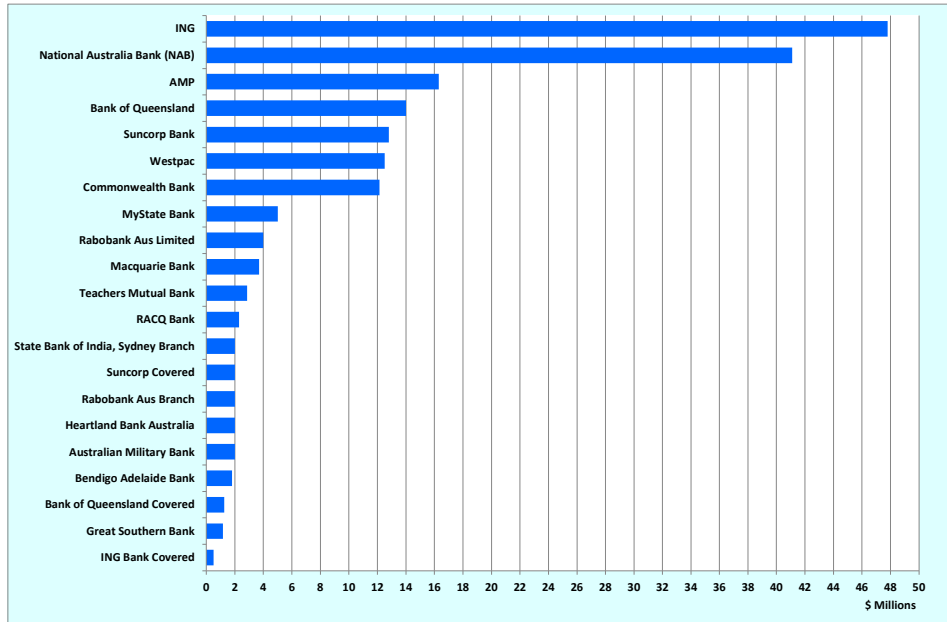
I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Jourdan Di Leo

Date: 03 Feb 2026

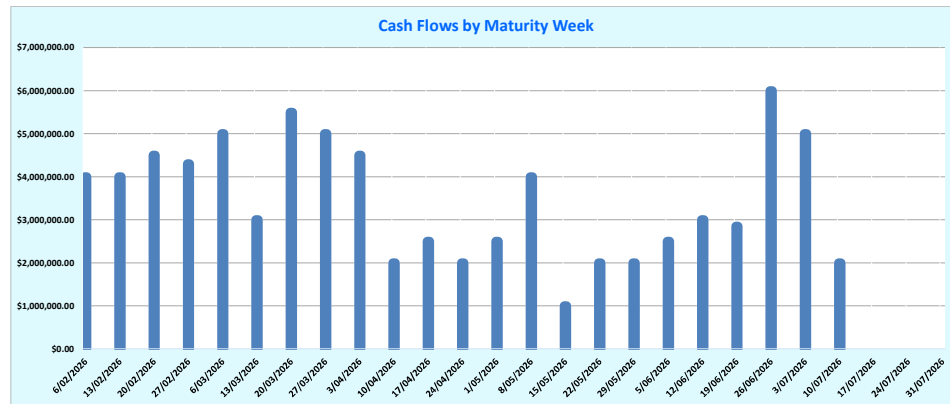
Investment Report JANUARY 2026

Total Investment Deposits by Institution as of 31 January 2026



Investment Report JANUARY 2026

Weekly cash flow forecast for 6 months as of 31 January 2026



Individual Counterparty Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council Investment Policy

| LT Ratings | ADI | Individual Limit | % of Portfolio |
|------------------------|------------------------------------|------------------|----------------|
| AAA | ING Bank Covered | 50% | 0.26% |
| | Bank of Queensland Covered | 50% | 0.66% |
| | Suncorp Covered | 50% | 1.06% |
| AA- | Suncorp Bank | 45% | 6.77% |
| | Westpac | 45% | 6.61% |
| | National Australia Bank (NAB) | 45% | 21.72% |
| | Commonwealth Bank | 45% | 6.42% |
| A+ | Rabobank Aus Branch | 30% | 1.06% |
| | Macquarie Bank | 30% | 1.96% |
| A | Rabobank Aus Limited | 30% | 2.11% |
| | ING | 30% | 25.26% |
| A- | Bank of Queensland | 30% | 7.40% |
| | Bendigo Adelaide Bank | 30% | 0.95% |
| BBB+ | RACQ Bank | 10% | 1.22% |
| | Great Southern Bank | 10% | 0.61% |
| | Australian Military Bank | 10% | 1.06% |
| | AMP | 10% | 8.62% |
| | Teachers Mutual Bank | 10% | 1.51% |
| BBB | Heartland Bank Australia | 10% | 1.06% |
| | MyState Bank | 10% | 2.64% |
| | State Bank of India, Sydney Branch | 10% | 1.06% |
| Total Portfolio | | | 100.00% |

Investment Report JANUARY 2026

Counter Party Class Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council's Investment Policy (excluding At Call Deposits)

| LT Ratings | Holdings | Portfolio Limit % | % Portfolio |
|------------------------|-------------------------|-------------------|----------------|
| AAA, AA- | \$82,300,000.00 | 100% | 43.50% |
| A+ | \$5,700,402.61 | 70% | 3.01% |
| A | \$51,800,000.00 | 70% | 27.38% |
| A- | \$15,800,000.00 | 70% | 8.35% |
| BBB+ | \$24,600,500.00 | 40% | 13.00% |
| BBB | \$9,000,000.00 | 40% | 4.76% |
| Total Portfolio | \$189,200,902.61 | | 100.00% |

Investment Transactions during January 2026

| Date | Transaction | Bank/Issuer | Type | Term | Int Rate | Amount | Interest Paid |
|------------|-------------|-------------------------------|---------------------|------|--------------|-------------------------|---------------------|
| 31/12/2025 | Balance | Investment Balance Fair Value | | | | \$191,400,901.41 | |
| 5/01/2026 | Reset | Teachers Mutual Bank | Floating Rate Notes | 1096 | 4.54% | (\$2,000,000.00) | \$23,358.36 |
| 5/01/2026 | Reset | Teachers Mutual Bank | Floating Rate Notes | 1002 | 4.69% | \$2,000,000.00 | |
| 7/01/2026 | Maturity | National Australia Bank (NAB) | Floating Rate Notes | 134 | 4.10% | (\$2,000,000.00) | \$30,104.11 |
| 7/01/2026 | Purchase | Australian Military Bank | Term Deposits | 182 | 4.61% | \$2,000,000.00 | |
| 9/01/2026 | Purchase | MyState Bank | Term Deposits | 152 | 4.50% | \$3,000,000.00 | |
| 12/01/2026 | Reset | Rabobank Aus Branch | Floating Rate Notes | 1734 | 4.45% | (\$1,000,000.00) | \$11,451.52 |
| 12/01/2026 | Reset | Rabobank Aus Branch | Floating Rate Notes | 1640 | 4.60% | \$1,000,000.00 | |
| 13/01/2026 | Maturity | Commonwealth Bank | Floating Rate Notes | 92 | 4.48% | (\$1,500,000.00) | \$16,919.18 |
| 13/01/2026 | Reset | Commonwealth Bank | Floating Rate Notes | 822 | 4.73% | (\$1,500,000.00) | \$17,864.38 |
| 13/01/2026 | Reset | Commonwealth Bank | Floating Rate Notes | 730 | 4.89% | \$1,500,000.00 | |
| 14/01/2026 | Maturity | National Australia Bank (NAB) | Floating Rate Notes | 132 | 4.13% | (\$2,000,000.00) | \$29,871.79 |
| 15/01/2026 | Purchase | Commonwealth Bank | Fixed Rate Bond | 1826 | 5.03% | \$800,000.00 | |
| 15/01/2026 | Purchase | Commonwealth Bank | Floating Rate Notes | 1826 | 4.47% | \$1,500,000.00 | |
| 19/01/2026 | Reset | Macquarie Bank | Fixed Rate Bond | 1826 | 4.37% | (\$1,000,000.00) | \$21,850.00 |
| 19/01/2026 | Reset | Macquarie Bank | Fixed Rate Bond | 1640 | 4.37% | \$1,000,000.00 | |
| 19/01/2026 | Reset | Macquarie Bank | Floating Rate Notes | 1734 | 4.32% | (\$1,100,000.00) | \$12,230.95 |
| 19/01/2026 | Reset | Macquarie Bank | Floating Rate Notes | 1640 | 4.55% | \$1,100,000.00 | |
| 19/01/2026 | Reset | Rabobank Aus Branch | Floating Rate Notes | 821 | 4.67% | (\$1,000,000.00) | \$11,644.01 |
| 19/01/2026 | Reset | Rabobank Aus Branch | Floating Rate Notes | 730 | 4.91% | \$1,000,000.00 | |
| 21/01/2026 | Reset | Westpac | Fixed Rate Bond | 1645 | 4.95% | (\$1,800,000.00) | \$44,550.00 |
| 21/01/2026 | Reset | Westpac | Fixed Rate Bond | 1461 | 4.95% | \$1,800,000.00 | |
| 22/01/2026 | Maturity | Suncorp Bank | Floating Rate Notes | 378 | 4.88% | (\$3,000,000.00) | \$151,614.25 |
| 22/01/2026 | Purchase | MyState Bank | Term Deposits | 146 | 4.40% | \$2,000,000.00 | |
| 22/01/2026 | Purchase | National Australia Bank (NAB) | Term Deposits | 328 | 4.55% | \$2,000,000.00 | |
| 29/01/2026 | Maturity | Suncorp Bank | Floating Rate Notes | 281 | 4.53% | (\$3,000,000.00) | \$104,624.38 |
| 30/01/2026 | Purchase | ING | Term Deposits | 362 | 4.78% | \$3,000,000.00 | |
| | Activity | Macquarie Bank | Macquarie CMA | | 3.90% | \$1.20 | \$1.20 |
| | Activity | CBA Business Online Saver | CBA (BOS) | | 3.60% | (\$5,000,000.00) | \$29,592.75 |
| | Activity | AMP Bank 31Day Notice | AMP Notice | | 4.25% | \$0.00 | \$52,311.79 |
| | Activity | AMP Business Saver | AMP BSA | | 2.00% | \$0.00 | \$877.90 |
| 31/01/2026 | | EOM Balance | | | Total | \$189,200,902.61 | \$558,866.57 |

Investment Report JANUARY 2026

Total Interest Received during January 2026

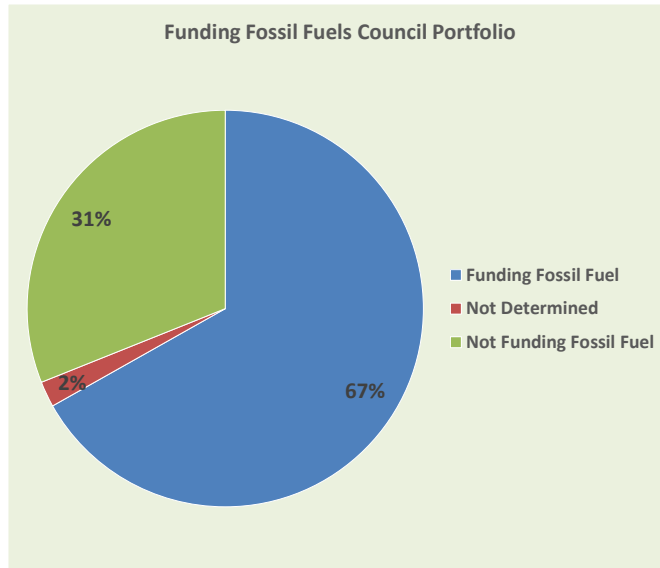
| Ledger Account | Type | January |
|-------------------|------------------|---------------------|
| 102623-1465-40068 | Investments | \$476,082.93 |
| 102623-1465-40067 | At Call Accounts | \$82,783.64 |
| | Sub-Total | \$558,866.57 |
| 102623-1465-40066 | General Bank Acc | \$11,324.05 |
| | Total | \$570,190.62 |

Fossil Fuel Allocation (Green Funding) as of 31 January 2026

| Sum of Fair Value | | |
|---|------------------------------------|-------------------------|
| Funding Fossil Fuel | Bank/Issuer | Total |
| <input checked="" type="checkbox"/> Funding Fossil Fuel | ING | \$46,000,000.00 |
| | National Australia Bank (NAB) | \$41,100,000.00 |
| | Westpac | \$12,500,000.00 |
| | Commonwealth Bank | \$12,150,000.00 |
| | Rabobank Aus Limited | \$4,000,000.00 |
| | Macquarie Bank | \$3,700,402.61 |
| | Teachers Mutual Bank | \$2,000,000.00 |
| | Suncorp Covered | \$2,000,000.00 |
| | Bank of Queensland | \$1,500,000.00 |
| | Rabobank Aus Branch | \$1,000,000.00 |
| | ING Bank Covered | \$500,000.00 |
| Funding Fossil Fuel Total | | \$126,450,402.61 |
| <input checked="" type="checkbox"/> Not Determined | Heartland Bank Australia | \$2,000,000.00 |
| | State Bank of India, Sydney Branch | \$2,000,000.00 |
| Not Determined Total | | \$4,000,000.00 |
| <input checked="" type="checkbox"/> Not Funding Fossil Fuel | AMP | \$16,300,500.00 |
| | Suncorp Bank | \$12,800,000.00 |
| | Bank of Queensland | \$12,500,000.00 |
| | MyState Bank | \$5,000,000.00 |
| | RACQ Bank | \$2,300,000.00 |
| | Australian Military Bank | \$2,000,000.00 |
| | Bendigo Adelaide Bank | \$1,800,000.00 |
| | ING | \$1,800,000.00 |
| | Bank of Queensland Covered | \$1,250,000.00 |
| | Great Southern Bank | \$1,150,000.00 |
| | Rabobank Aus Branch | \$1,000,000.00 |
| | Teachers Mutual Bank | \$850,000.00 |
| Not Funding Fossil Fuel Total | | \$58,750,500.00 |
| Grand Total | | \$189,200,902.61 |

Council relies on information compiled by Market Forces to report on which banks invest in fossil fuels. The website is accessible from the following link. <https://www.marketforces.org.au/info/compare-bank-table/>. Council's investment portfolio balance as at 31/01/2026 of \$189.2M, is comprised of approximately 67% of funds in institutions that have some form of exposure to the fossil fuel industry. Where the institution is not incorporated into the Market Forces database, a determination of n/a is applied. This analysis is based on the institution/counterparty's exposure and not the actual underlying investments purchased by Council.

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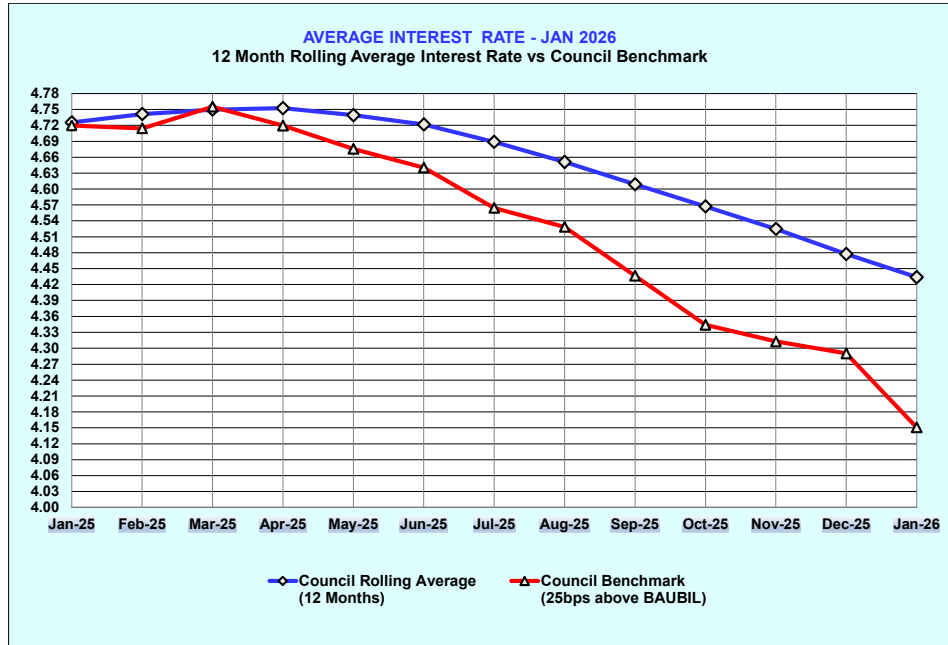
Statement of Consolidated Cash and Investments as of 31 January 2026

| Consolidated Cash & Investments | |
|---|-------------------------|
| Cash & Investments | |
| Cash At Bank as at 31 Jan 2026 | \$1,660,292.40 |
| Investments at Fair Value as at 31 Jan 2026 | \$189,200,902.61 |
| Total Cash & Investments | \$190,861,195.01 |
| The above cash and investments are comprised of: | |
| Externally Restricted Reserves | |
| Externally restricted reserves refer to funds received that are restricted by externally | |
| Total External Restrictions | \$132,849,903.04 |
| Internally Restricted Reserves | |
| Internally restricted reserves are funds restricted in the use by resolution or policy of Council | |
| Total Internal Restrictions | \$46,022,270.28 |
| Unrestricted Cash & Investments | |
| Total Unrestricted Cash & Investments | \$11,989,021.69 |
| Total Cash & Investments | \$190,861,195.01 |

**Note: At the time of this report, reserve balances
have yet to be finalised for 31 Jan 2026**

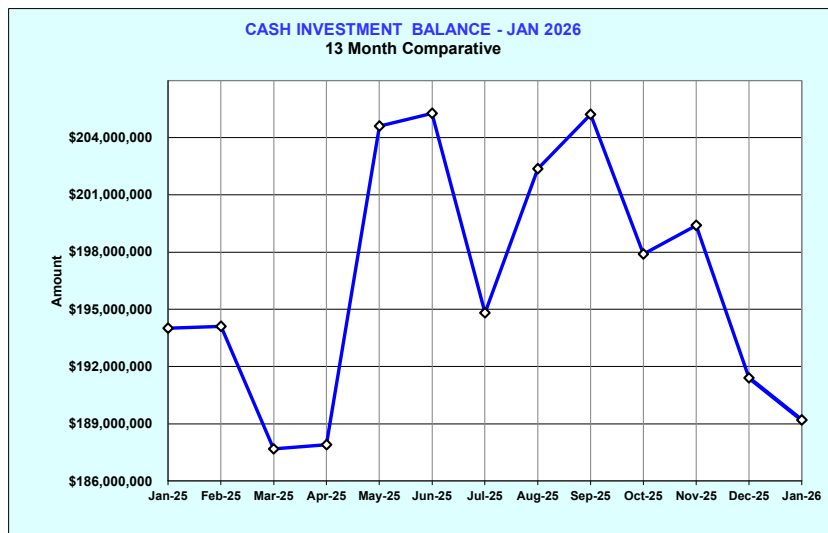
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Comparative Graphs

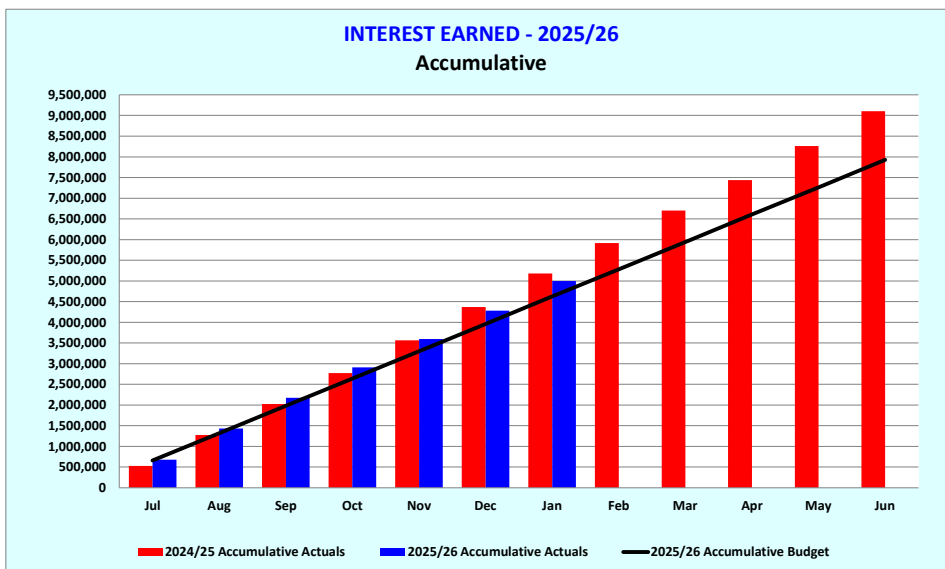
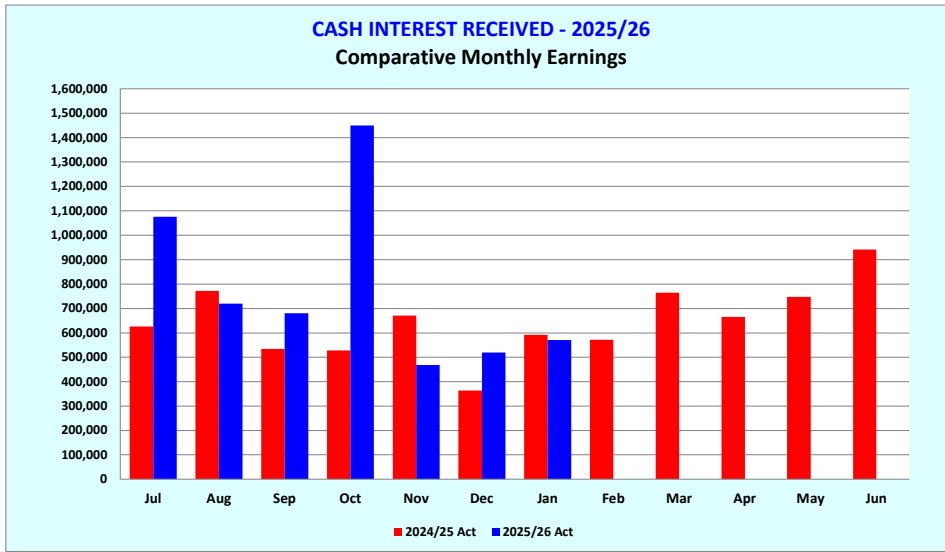


The rolling 12-month portfolio return relative to the index has out-performed benchmark. This is the result of investing in longer-term investments and locking in higher than current market rates.

Council's adopted budget for 2025-26 forecasts interest earnings of \$7.225M. The budget has been revised up by \$400k to \$7.625M in quarter one and to \$7.925M in quarter two. Investment income earned for January 2026 amounted to \$709,820.06



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