#### AMENDMENTS TO INTEGRATED PLANNING AND REPORTING DOCUMENTS 2017/18

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#### SUSTAINABLE SYDNEY 2030 COMMUNITY STRATEGIC PLAN

Minor amendments to the information provided in the exhibited documents have been made following further review by staff. The amendments are as follows:

Draft Community Strategic Plan	Amended
Strategic Direction 5 Supporting strategies (p 71)	<ul> <li>Chinatown Public Domain Plan (2011) removed</li> <li>Chinatown and City South Public Domain Plan (2015) added</li> <li>City Centre Public Art Plan (2013) added</li> </ul>
Strategic Direction 10 Supporting strategies (p 123)	Titles and dates of supporting strategies amended to reflect the following:  - Resourcing Strategy (2017)  - Asset Management Plan (2017)  - Workforce Strategy (2015-2019)  - Information and Technology  Strategic Plan (2017)  - Community Engagement Framework  (2017)
100 Resilient Cities Program (p126)	The following additional text is to be included as the final paragraph:  Within our organisation, resilience will be a new lens that we will apply to future planning as well as the review of our current actions. In doing so, we will further our understanding of areas of vulnerability and risk and formulate responses from a resilience perspective.
Various image captions	Minor amendments

#### **OPERATIONAL PLAN – FEES & CHARGES**

The Office of Local Government has advised on a number of statutory fees from 1 July 2017. The new fees are:

- Rates interest charge from 8.0% to 7.5%
- Section 603 fee from \$75.00 to \$80.00
- Interest rate on other overdue debts from 8.0% to 7.5%

The City also anticipates that the Office of Local Government will set new fees for Companion Animals fees before the end of June and these will be incorporated into the City's Fees and Charges accordingly.

Minor amendments to the information provided in the exhibited documents have been made following further review by staff, in order to correct an administrative error. The amendments are as follows:

Draft Operational Plan	Amended
Car Share Parking-	
-Taxable status	Change to Non Taxable:
-Removal of a Car Share Space from "Fee + GST" Implementation, Linemarking & Signposting Fee.	Fee adjusted to just "Fee"
-Fee advertised as \$1950	Fee adjusted to \$1,818
-Administration Fee advertised as \$465	Fee adjusted to \$436
-Car Share Annual Permit Fee from \$225	Fee adjusted to \$112

Draft Operational Plan	Amended
Mobile Cranes -Late Application Fee (additional to application fee) - Fee advertised as \$1600	This fee has been removed as no late applications are accepted.

#### **OPERATIONAL PLAN - ANNUAL BUDGET AND FINANCIAL STATEMENTS**

(also included in the Resourcing Strategy – Long Term Financial Plan)

In the time that the draft annual budget and long term financial plan have been on public exhibition, there have been three significant changes to the operating budget, with a net increase to the Net Operating Result (excluding Light Rail Contribution) of \$0.5M from \$90.9M to \$91.4M as shown in the Budgeted Income Statement.

The affordable housing grant of \$1.5M approved by Council, is now expected to be paid in the first quarter of the 2017/18 year (originally budgeted in 2016/17). The City now needs to recognise this expense in 2017/18 which reduces the budgeted Operating Result, as shown in the detailed income and expenditure schedule, from \$116.3M down to \$114.8M.

There have also been two additional capital grants for \$2.2M identified. A grant of \$1.5M will now be received from Woollahra Council as a contribution towards the works required to Cutler Way Bridge and an additional \$0.7M will be received for Roads to Recovery in regards to works on Burton Street, Darlinghurst. These grants are reflected as an increase in Capital Grants and Contributions from \$81.1M to \$83.3M, which is reported separately from the Operating Result.

There is also a minor increase of \$0.2M for Depreciation flowing from the increased capital works program as discussed below.

The other major change since the draft operational budget was exhibited is the NSW Government's recent decision to indefinitely defer the implementation of the new Fire and Emergency Services Levy. The planned proposal would have had a significant financial impact upon property owners in our community, but a nil net revenue impact for council as the charges were to be collected and passed directly through to the State to fund these services. The decision to repeal the legislation will require the State to reinstate the previous levy on insurance policies, and at this time it is uncertain whether the \$0.5M the City has budgeted for payment of the new charges will be appropriate for the revised levy, so no change has been made to the Operational budget at this stage.

The total Net Operating Result, after these three budget adjustments has increased by \$0.5M to \$91.4M.

The Capital Works program budget for the City has also increased by \$4.5M over the ten years of the long term financial plan, including a \$1.5M increase from \$299.0M to \$300.5M for 2017/18. Additional funds have been included to provide for the planned skate facility in Sydney Park, and an adjustment for the Sydney Park Brick Kilns work.

#### **OPERATIONAL PLAN - STRATEGIC DIRECTION AND PRINCIPAL ACTIVITIES**

Minor amendments to the information provided in the exhibited documents have been made following further review by staff. These amendments include changes to the Strategic Direction and Principal Activities

#### Amendments are as follows:

Draft Operational	Amendment	Details of change
Plan		
Strategic Direction 2: A Leading Environmental Performer	Action 2.2.1 deleted: "All procurement of fleet vehicles and heavy plant and equipment specifies sustainable features to deliver the highest operating efficiencies."	Duplicated with action 2.5.4:  "Procurement of all fleet and heavy plant and equipment specifies highest environmental performance."
Objective 2.2 and 2.5		
(page, 21-26)		
Strategic Direction 2: A Leading Environmental Performer Objective 2.4	Action 2.4.4 changed: "Support the adoption of innovation and address key barriers to the improvement of environmental performance within our communities through the provision of Environmental Performance Grants"	Description of action changed to: "Support the adoption of innovation, address key barriers to the improvement of environmental performance and promote environmental outcomes within our communities through the provision of grants"
(page, 23)		Reason: This Objective is expanding in 17/18 to include other "environmental grants" that are not just EPGs such as Matching, Knowledge Exchange.

## **BUDGETED INCOME STATEMENT**

The City's budgeted Income Statement (and future year projections) is prepared with regard to International Financial Reporting Standards (AIFRS) and the NSW Office of Local Government's Code of Accounting Practice and Financial Reporting. The formatting of the statement below reflects this approach. A major non-cash item that may impact the City's financial results is the incremental increase / decrease arising from the annual market revaluation of the City's investment properties. The recognition of this valuation change will have no impact upon the budgeted funds available for the Council and is therefore excluded from the annual budget and future years' financial estimates.

The accounting treatment of the City's \$220M contribution to the NSW Governments Light Rail project (budgeted within the City's capital works program) is reflected as a separate line item in the statement below. The City's underlying operating result (excluding this item) is in surplus for all years of the Plan.

#### City of Sydney

Income Statement

						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	10 Year Total
		2018-19	2019-20	2020-21	4 Year Total							
W.S	2017-18											
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	324.5	335.4	343.9	352.7	1,356.5	361.7	371.0	380.4	390.1	400.1	410.3	3,670.2
Fees	106.0	107.6	109.5	112.2	435.3	114.9	117.6	120.7	123.9	127.2	130.6	
Interest Income	13.5	12.6	11.4	10.0	47.5	9.6	10.1	9.7	10.1	8.8	8.2	104.3
Other Income	109.9	112.4	114.9	117.9		•	124.1	127.9	131.8	135.7	139.8	Ψ,
Grants and Contributions provided for Capital Purposes	83.3	54.1	55.2	56.3	248.9	44.1	43.3	43.9	39.9	38.0	38.0	
Grants and Contributions provided for Operating Purposes	12.7	12.6	12.8	13.0			13.4	13.7	14.0	14.3	14.7	134.4
Total Income from Continuing Operations	649.8	634.7	647.8	662.1	2,594.4	664.7	9.629	696.4	709.9	724.2	741.7	6,810.9
Expenses from Continuing Operations												
Employee	227.1	233.8	237.7	243.2	941.8	250.6	258.7	267.1	274.8	284.0	293.0	2,570.1
Borrowing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Contracts	104.1	111.2	113.4	116.3	4	119.2	122.1	125.7	129.4	133.1	136.9	1,211.4
Depreciation Expense	113.0	115.8	119.8	122.4	471.1	123.9	125.5	126.9	128.3	131.2	132.3	
Other Expenditure	114.1	115.1	117.6	121.7	468.5	Ì	126.5	130.0	134.7	137.2	141.0	_
Light Rail Contribution to NSW Government	63.6	38.6	2.3	0.2	104.7	0.0	0.0	0.0	0.0	0.0	0.0	104.7
Total Expenses from Continuing Operations	622.0	614.5	590.8	603.8	2,431.1	617.2	632.8	649.7	667.2	685.6	703.3	6,386.8
Net Operating Result for the Year	27.8	20.2	57.0	58.3	163.3	47.5	46.8	46.7	42.7	38.6	38.4	424.1
Net Operating Result (excl Light Rail Contribution)	91.4	58.8	59.3	58.5	268.0	47.5	46.8	46.7	42.7	38.6	38.4	528.8

Colour Key (All Schedules):

Next Year Budget (2017-18)

4 Year Budget (2017-18 to 2020-21 inclusive) 10 Year Budget (2017-18 to 2026-27 inclusive)

## Detailed Income and Expenditure

						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	10 Year Total
		2018-19	2019-20	2020-21 41	4 Year Total							
\$'M OPERATING INCOME	2017-18											
Advertising Income	6.5	6.7	6.8	7.0	27.0	7.2	7.5	7.7	7.9	8.1		
Annual Charges	46.5	47.9	49.3	50.7	194.3	52.2	53.7	55.2	56.8	58.5		
Aquatic Facilities Income	1.1	0.5	0.5	9.0	2.8	9.0	9.0	9.0	9.0	9.0		
Building & Development Application Income	7.5	9.7	7.8	8.0	30.8	8.2	8.4	9.8	8.9	9.1		
Building Certificate	1.6	1.6	1.7	1.7	9.9	1.8	1.8	1.9	1.9	2.0		
Child Care Fees	2.1	2.1	2.2	2.2	8.6	2.3	2.3	2.4	2.5	2.6	2.6	23.3
Commercial Properties	73.7	75.5	77.2	79.3	305.7	81.4	83.6	86.1	88.7	91.4		
Enforcement Income	34.7	35.4	36.1	37.0	143.4	38.0	38.9	40.1	41.3	42.5		
Grants and Contributions	12.7	12.6	12.8	13.0	51.1	13.2	13.4	13.7	14.0	14.3		
Health Related Income	1.6	1.6	1.7	1.7	9.9	1.7	1.8	1.8	1.9	1.9		
Library Income	0.2	0.2	0.2	0.2	0.7	0.2	0.2	0.2	0.2	0.2		
Other Building Fees	8.6	8.8	0.6	9.2	35.5	9.4	9.6	6.6	10.2	10.5		
Other Fees	3.4	3.7	3.8	3.9	14.9	4.0	4.1	4.2	4.4	4.5		
Other Income	6.0	6.0	6.0	6.0	3.6	1.0	1.0	1.0	1.0	1.1		
Parking Meter Income	37.4	37.8	38.2	39.0	152.4	39.7	40.5	41.4	42.2	43.0		
Parking Station Income	10.2	10.5	10.8	11.1	42.7	11.5	11.8	12.2	12.5	12.9		
Private Work Income	6.2	6.3	6.4	9.9	25.4	6.7	6.9	7.1	7.3	7.5		
Rates - Business CBD	149.8	153.6	157.4	161.4	622.1	165.4	169.5	173.8	178.1	182.6		_
Rates - Business Other	64.7	66.2	67.9	9.69	268.3	71.3	73.1	74.9	76.8	78.7		
Rates - Residential	63.5	2.79	69.4	71.1	271.8	72.9	74.7	76.5	78.4	80.3		
Sponsorship Income	0.8	8.0	8.0	6.0	3.3	6.0	6.0	6.0	1.0	1.0		
Venue/Facility Income	8.8	0.6	9.2	9.4	36.5	7.6	6.6	10.2	10.5	10.8		
Work Zone	8.6	8.8	0.6	9.2	35.6	9.4	7.6	10.0	10.3	10.6	10.9	96.4
Value in Kind - Revenue	2.0	2.0	2.1	2.1	8.2	2.2	2.2	2.3	2.4	2.4		22.3
Total Operating Income	553.0	568.0	581.2	595.8	2,298.0	610.8	626.2	642.8	6:659	677.4	695.4	6,210.4
OPERATING EXPENDITURE												
Salaries and Wages	186.3	1917	194.2	1983	770.5	2043	210.9	2177	224 9	232.4	240.9	
Other Employee Related Costs	1.9	1.9	2.0	2.0	7.7	2.1	2.1	2.2	2.2	2.3	2.4	21.0
Employee Oncosts	5.7	0.9	6.3	6.5	24.5	6.8	7.1	7.4	7.6	7.9	8.3	
Agency Contract Staff	5.8	5.9	0.9	6.2	23.8	6.3	6.5	6.7	6.9	7.1	7.3	
Superannuation	20.4	21.1	21.8	22.6	86.0	23.4	24.2	25.0	24.7	25.6	25.3	
Travelling	0.3	0.3	0.3	0.3	1.3	0.3	0.3	0.4	0.4	0.4	0.4	
Workers Compensation Insurance	4.1	4.2	4.2	4.3	16.8	4.5	4.6	4.7	4.8	5.0	5.1	
Fringe Benefit Tax	9.0	9.0	9.0	9.0	2.5	0.7	0.7	0.7	0.7	0.7	8.0	
Training Costs (excluding salaries)	2.1	2.1	2.2	2.2	8.7	2.3	2.4	2.4	2.5	2.6	2.6	
Salary Expense	227.1	233.8	237.7	243.2	941.8	250.6	258.7	267.1	274.8	284.0	293.0	2,570.1

## Detailed Income and Expenditure

						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	10 Year Total
		2018-19	2019-20	2020-21	4 Year Total							
\$`M OPERATING EXPENDITURE cont'd	2017-18											
Bad & Doubtful Debts	0.2	0.2	0.2	0.2	8.0	0.2	0.2	0.2	0.2	0.2	0.2	2.0
Consultancies	4.4	4.5	4.5	4.7	18.0	4.8	4.9	5.0	5.2	5.4	5.5	48.8
Enforcement & Infringement Costs	8.6	8.8	8.9	9.2	35.5	9.4	9.6	6.6	10.2	10.5	10.8	0.96
Event Related Expenditure	15.0	15.3	15.6	16.0	61.9	16.4	16.8	17.3	17.8	18.4	18.9	167.4
Expenditure Recovered	(4.7)	(4.8)	(4.9)	(2.0)	(19.5)	(5.2)	(5.3)	(5.4)	(5.6)	(2.8)	(0.9)	(52.7)
Facility Management	1.7	1.7	1.8	1.8	7.0	1.9	1.9	2.0	2.0	2.1	2.1	19.0
General Advertising	2.5	2.5	2.6	2.7	10.3	2.7	2.8	2.9	3.0	3.0	3.1	27.8
Governance	2.3	2.3	2.4	3.6	10.6	2.5	2.6	2.6	3.9	2.8	2.9	27.8
Government Authority Charges	9.9	6.7	6.9	7.0	27.2	7.2	7.4	7.6	7.8	8.1	8.3	73.7
Grants, Sponsorships and Donations	18.3	17.1	17.3	17.6	70.3	18.0	18.3	18.6	19.0	19.4	19.8	183.5
Infrastructure Maintenance	29.7	31.8	32.4	33.4	127.3	34.2	35.1	36.2	37.2	38.4	39.5	347.9
Insurance	2.8	2.8	2.9	3.0	11.5	3.1	3.2	3.3	3.4	3.5	3.6	31.6
Interest Expense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
IT Related Expenditure	8.4	8.5	8.7	8.9	34.5	9.1	9.4	9.7	6.6	10.2	10.5	93.4
Legal Fees	3.6	3.7	3.8	3.9	15.0	4.0	4.1	4.2	4.3	4.4	4.6	40.5
Operational Contingencies	4.5	4.5	4.5	4.5	18.0	4.5	4.5	4.5	4.5	4.5	4.5	45.0
Other Asset Maintenance	2.2	2.3	2.3	2.4	9.5	2.4	2.5	2.6	2.7	2.7	2.8	25.0
Other Operating Expenditure	9.1	9.2	9.4	9.7	37.4	6.6	10.2	10.5	10.8	11.1	11.4	101.2
Postage & Couriers	1.3	1.4	1.4	1.4	5.6	1.5	1.5	1.6	1.6	1.6	1.7	15.0
Printing & Stationery	2.7	2.7	2.8	2.9	11.0	2.9	3.0	3.1	3.2	3.3	3.4	29.9
Project Management & Other Project Costs	1.2	1.2	1.3	1.3	5.0	1.3	1.4	1.4	1.4	1.5	1.5	13.5
Property Related Expenditure	30.6	34.5	35.2	36.1	136.4	37.0	38.0	39.1	40.3	41.4	42.6	374.8
Service Contracts	15.2	17.1	17.4	17.9	9.79	18.3	18.8	19.4	19.9	20.5	21.2	185.7
Stores & Materials	5.1	5.2	5.3	5.4	20.9	5.5	5.7	5.8	0.9	6.2	6.4	56.5
Surveys & Studies	1.9	1.9	1.9	2.0	7.7	2.0	2.1	2.2	2.2	2.3	2.4	20.9
Telephone Charges	2.7	2.8	2.8	2.9	11.1	3.0	3.0	3.1	3.2	3.3	3.4	30.2
Utilities	11.7	12.1	12.4	12.8	49.0	13.1	13.5	13.9	14.4	14.8	15.2	134.0
Vehicle Maintenance	2.9	2.9	3.0	3.0	11.8	3.1	3.2	3.3	3.4	3.5	3.6	31.9
Waste Disposal Charges	18.8	19.4	20.0	20.5	78.7	21.2	21.8	22.5	23.1	23.8	24.5	215.6
Value in Kind - Expenditure	2.0	2.0	2.1	2.1	8.2	2.2	2.2	2.3	2.4	2.4	2.5	22.3
Expenditure	211.1	220.3	224.9	231.8	888.1	236.3	242.2	249.2	257.5	263.6	271.2	2,408.1
Total Operating Expenditure (Excl Depreciation)	438.2	454.1	462.6	475.0	1,829.9	487.0	500.9	516.3	532.3	547.7	564.2	4,978.2
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	114.8	113.9	118.6	120.8	468.1	123.8	125.3	126.5	127.5	129.7	131.2	1,232.2

Detailed Income and Expenditure

						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	10 Year Total
		2018-19	2019-20	2020-21	4 Year Total							
W.S	2017-18											
Operating Surplus/(Deficit)	114.8	113.9	118.6	120.8	468.1	123.8	125.3	126.5	127.5	129.7	131.2	1,232.2
Add Additional Income: Interest Grants and Contributions provided for Capital Purposes	13.5 83.3	12.6 54.1	11.4	10.0	47.5	9.8	10.1	9.7	10.1	8.8 38.0	8.2 38.0	104.3 496.2
Less Additional Expenses: Capital Project Related Costs Depreciation Expense Light Rail Contribution to NSW Government	7.2 113.0 63.6	6.0 115.8 38.6	6.1 119.8 2.3	6.2 122.4 0.2	25.4 471.1 104.7	6.3 123.9 0.0	6.4 125.5 0.0	6.5 126.9 0.0	6.6 128.3 0.0	6.7 131.2 0.0	6.8 132.3 0.0	64.6 1,239.3 104.7
Net Operating Surplus/(Deficit)	27.8	20.2	57.0	58.3	163.3	47.5	46.8	46.7	42.7	38.6	38.4	424.1

Operating Budget Organisation Summary - Operating Result (Before Depreciation, Interest, Capital Income and Extraordinary Items)

								2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
				2018/19	2019/20	2020/21	4 Year Total							
	•	2017/18	On Surrelus /				On Sumbre /							On Surplus /
SM	Income	Expenditure	(Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	(Deficit)	Op Surplus / (Deficit)	(Deficit)					
Chief Operations Office	8.0	15.8	(15.1)	(14.9)	(11.6)	(11.8)	(53.4)	(12.4)	(12.9)	(13.5)	(14.1)	(14.8)	(15.4)	(136.6)
Chief Operations Office	0.3	2.1	(1.9)	(1.9)	(2.0)	(2.1)	(7.8)	(2.1)	(2.2)	(2.3)	(2.4)	(2.5)	(2.6)	(21.9)
Sustainability	0.5	2.4	(2.0)	(1.7)	(1.8)	(1.9)	(7.4)	(2.0)	(2.0)	(2.1)	(2.2)	(2.3)	(2.4)	(20.5)
Research, Strategy and Corporate Planning	0.1	9.6	(5.5)	(5.7)	(5.5)	(5.4)	(22.1)	(9.6)	(5.8)	(0.0)	(6.2)	(6.4)	(9.9)	(58.7)
City Design	0:0	3.0	(3.0)	(2.7)	(2.8)	(2.9)	(11.5)	(3.0)	(3.1)	(3.3)	(3.4)	(3.5)	(3.6)	(31.4)
Green Square	0:0	1.0	(1.0)	(1.0)	0.2	0.2	(1.6)	0.1	0.1	0.1	0.0	(0.0)	(0.1)	(1.3)
City Transformation	0.0	0.8	(0.8)	(6.0)	0.8	0.8	(0.0)	0.8	0.8	0.7	0.7	0.7	9.0	4.2
Green Infrastructure	0.0	6.0	(6:0)	(1.0)	(0.5)	(0.5)	(2.9)	(0.6)	(0.6)	(0.6)	(0.7)	(0.7)	(0.8)	(6.9)
City Life	13.7	79.5	(65.8)	(67.7)	(69.8)	(70.5)	(274.0)	(72.6)	(74.7)	(77.0)	(79.3)	(81.8)	(84.2)	(743.5)
Creative City	5.5	32.1	(26.6)	(29.0)	(30.2)	(31.0)	(116.8)	(32.0)	(32.9)	(34.0)	(35.1)	(36.2)	(37.3)	(324.3)
Grants and Sponsorship	0.1	18.5	(18.4)	(17.2)	(17.5)	(17.8)	(71.0)		(18.5)	(18.9)	(19.3)	(19.8)	(20.2)	(185.9)
Social Programs and Services	7.6	19.6	(11.9)	(12.3)	(12.8)	(12.0)			(12.9)	(13.4)	(13.9)	(14.5)	(15.0)	(131.3)
City Business & Safety	0.2	4.0	(3.7)	(3.9)	(4.0)	(4.1)	(15.7)	(4.2)	(4.3)	(4.5)	(4.6)	(4.8)	(4.9)	(43.0)
City Life Management	0.0	2.3	(2.3)	(2.3)	(2.4)	(2.4)	(9.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	(2.9)	(25.7)
Sustainability Programs	0.3	3.2	(2.9)	(3.0)	(3.0)	(3.1)	(12.0)	(3.3)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(33.3)
City Operations	119.7	173.1	(53.3)	(57.6)	(29.8)	(61.7)	(232.4)	(63.5)	(65.7)	(6.79)	(70.2)	(72.8)	(76.0)	(648.5)
Venue Management	8.5	5.4	3.1	3.1	3.2	3.3	12.7	3.3	3.4	3.4	3.5	3.6	3.7	33.6
Security & Emergency Management	2.8	5.2	(2.4)	(2.5)	(2.5)	(2.6)	(6:6)	(2.6)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	(26.1)
City Rangers	34.4	24.4	10.0	10.3	10.5	10.9	41.7	11.2	11.5	11.9	12.4	13.0	13.2	114.8
Strategy and Assets Group	47.7	17.0	30.7	31.0	31.4	32.3	125.5	33.0	33.7	34.2	34.8	35.4	35.9	332.5
City Greening and Leisure	1.3	28.9	(27.6)	(29.7)	(30.4)	(31.4)	(119.0)	(32.1)	(32.9)	(33.9)	(34.9)	(36.0)	(37.1)	(325.9)
City Operations Management	0.0	0.7	(0.7)	(0.7)	(0.8)	(0.8)	(3.0)	(0.8)	(0.8)	(6:0)	(6:0)	(0.9)	(1.0)	(8.3)
City Infrastructure and Traffic Operations	24.7	32.0	(7.3)	(8.3)	(8.7)	(0.6)	(33.4)	(9.2)	(9.5)	(9.6)	(8.8)	(10.0)	(10.5)	(92.0)
Cleansing & Waste	0.4	9.65	(59.2)	(60.8)	(62.5)	(64.4)	(247.0)	(66.3)	(68.3)	(70.5)	(72.7)	(75.0)	(77.4)	(677.2)
City Projects and Property	74.0	52.7	21.3	19.0	18.7	18.6	97.17	18.4	18.3	18.2	18.2	18.1	18.1	187.0
City Property	74.0	44.4	29.5	27.5	27.7	27.9	112.6	28.1	28.3	28.6	28.9	29.2	29.6	285.2
CPP - Infrastructure Delivery	0.0	0.7	(0.7)	(0.8)	(0.8)	(0.9)	(3.2)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(9.4)
CPP - Development and Strategy	0.0	2.3	(2.3)	(2.3)	(2.4)	(2.5)	(9.4)	(2.5)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(25.9)
CPP - Program Support	0.0	2.3	(2.3)	(2.4)	(2.5)	(2.6)	(9.7)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(27.0)
CPP - Professional Services	0.0	2.9	(2.9)	(3.1)	(3.2)	(3.4)	(12.6)	(3.5)	(3.7)	(3.8)	(4.0)	(4.1)	(4.3)	(36.0)
City Planning Development and Transport	18.6	40.3	(7.1.7)	(22.6)	(23.5)	(24.4)	(92.2)	(25.4)	(26.4)	(27.4)	(28.5)	(29.5)	(30.7)	(260.1)
Health & Building	2.3	13.3	(11.0)	(11.4)	(11.8)	(12.2)	(46.4)	(12.7)	(13.1)	(13.6)	(14.1)	(14.6)	(15.1)	(129.7)
Planning Assessments	7.4	14.4	(7.0)	(7.2)	(7.5)	(7.8)	(29.5)	(8.1)	(8.4)	(8.8)	(9.1)	(9.5)	(8.8)	(83.2)
Strategic Planning and Urban Design	0.7	5.8	(2:0)	(5.2)	(5.4)	(5.5)	(21.1)	(5.7)	(5.9)	(6.1)	(6.3)	(6.6)	(6.8)	(58.6)
City Access		4.4	(4.2)	(4.3)	(4.4)	(4.6)	(17.5)	(4.7)	(4.9)	(2:0)	(5.2)	(5.4)	(5.5)	(48.2)
Construction & Building Certification Services	8.0	2.5	5.5	5.5	9.6	5.7	22.3	5.8	5.9	6.1	6.3	6.4	9.9	59.5
		l	1	1	1	$\Big]$			$\Big]$					

Operating Budget Organisation Summary - Operating Result (Before Depreciation, Interest, Capital Income and Extraordinary Items)

								2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
				2018/19	2019/20	2020/21	4 Year Total							
		2017/18												
VS	SM Income	Expenditure	Op Surplus / (Deficit)											
City Engagement	2.1	1 21.1		(19.2)	(19.8)	(20.4)	(78.4)	(21.0)	(21.6)	(22.2)	(22.9)	(23.6)	(24.4)	(214.0)
Customer Service	2.1	1 6.1	(4.1)	(4.1)	(4.1)	(4.2)	(16.5)	(4.3)	(4.4)	(4.5)	(4.6)	(4.7)	(4.9)	(44.0)
Engagement	0.1	14.9	(14.9)	_	(15.6)	(16.1)	(61.9)	(16.7)	(17.1)	(17.6)	(18.2)	(18.9)	(19.5)	(169.9)
Chief Executive Office	0.0	0 7.9	(6.7)	(8.1)	(8.4)	(8.6)	(33.0)	(8.8)	(9.1)	(9.4)	(8.8)	(10.1)	(10.4)	(90.6)
Office of the Lord Mayor	0.0	3.6	(3.6)	(3.7)	(3.9)	(4.0)	(15.2)	(4.1)	(4.3)	(4.4)	(4.6)	(4.7)	(4.9)	(42.2)
Councillor Support	0.0	0 2.1	(2.1)	(2.1)	(2.2)	(2.2)	(8.5)	(2.2)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.1)
Chief Executive Office	0.0	0 1.4	(1.4)		(1.5)	(1.5)	(5.9)	(1.6)	(1.6)	(1.7)	(1.8)	(1.8)	(1.9)	(16.3)
Secretariat	0.0	0.8	(0.8)	(0.8)	(0.8)	(6:0)	(3.3)	(6.0)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(9.1)
Chief Financial Office	0.6	6 8.3	(7.7)	(7.8)	(8.1)	(8.2)	(31.8)	(8.4)	(8.5)	(8.9)	(9.2)	(9.5)	(6:6)	(86.1)
Legal and Governance	0.7	7 12.1	(11.4)	(11.7)	(12.1)	(13.6)	(48.9)	(12.8)	(13.2)	(13.6)	(15.3)	(14.5)	(15.0)	(133.4)
Workforce and Information Services	0.0	0 27.9	(27.9)	(28.6)	(29.4)	(30.3)	(116.1)	(31.2)	(32.2)	(33.3)	(34.4)	(35.5)	(36.7)	(319.4)
Corporate Costs	322.8	8 (0.5)	323.3	333.2	342.4	351.8	1,350.7	361.4	371.3	381.4	393.0	403.6	415.9	3,677.4
Council	553.0	0 438.2	114.8	113.9	118.6	120.8	468.1	123.8	125.3	126.5	127.5	129.7	131.2	1,232.2

# Summary Of Income and Expenditure by Principal Activity

Council has adopted the Strategic Directions from the Sustainable Sydney 2030 vision as its Principal Activities for this Delivery Program. A number of Principal Activities are largely of an advocacy and facilitation role for the City (such as Housing for a Diverse Population) and not one of direct service provision. As a result, the proposed budget does not reflect substantial operational costs (particularly salaries expenditure) incurred indirectly in delivering this Principal Activity. The Principal Activity for A City for Walking and Cycling, for example, will be largely achieved via capital works for infrastructure and reflects minimal operational expenditure.

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2017/18) to better reflect the allocation of Council funds towards these major directions.

								2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				61	2018/19	2019/20	2020/21			Net Surplus/(Deficit) by Year	eficit) by Year		
		2017/18			Net Surpl	Net Surplus/(Deficit) by Year	rear						
W.S	Income	Expenditure	Net Surplus/ (Deficit)	Capital									7
A globally competitive and innovative city	34.7	52.4	(17.7)	0.0	(15.6)	(15.8)	(15.9)	(16.2)	(16.7)	(17.1)	(17.4)	(17.9)	(18.7)
A leading environmental performer	1.1	73.3	(72.1)	19.7	(73.7)	(75.8)	(78.0)	(80.3)	(82.8)	(85.4)	(88.2)	(91.0)	(94.0)
Integrated transport for a connected city	78.3	46.6	31.7	105.5	26.7	26.7	27.2	27.8	28.2	28.7	29.3	29.7	29.9
A city for walking and cycling	0.0	1.5	(1.5)	11.1	(1.5)	(1.6)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)
A lively and engaging city centre	0.0	0.8	(0.8)	2.6	(6.0)	(6.0)	(6.0)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)
Resilient and inclusive local communities	16.8	89.2	(72.5)	133.4	(74.5)	(74.3)	(75.4)	(80.3)	(83.6)	(86.3)	(89.1)	(92.0)	(95.0)
A cultural and creative city	3.0	7.0	(4.1)	7.8	(4.4)	(4.6)	(4.8)	(4.9)	(5.1)	(5.3)	(5.5)	(9.5)	(5.8)
Housing for a diverse community	0.0	3.8	(3.8)	0.0	(2.4)	(2.4)	(2.5)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)
Sustainable development, renewal and design	94.4	39.2	55.2	1.5	25.7	25.5	24.6	12.2	11.2	7.6	8.7	8.6	7.6
Implementation through effective governance and partnerships	421.5	308.0	113.5	22.4	140.9	180.1	185.6	194.6	201.0	207.9	210.7	212.6	220.4
Total Council	649.8	622.0	27.8	304.0	20.2	57.0	58.3	47.5	46.8	46.7	42.7	38.6	38.4

### Capital Works Expenditure Summary

progress a number of Sustainable Sydney 2030 projects. The program prepared is in line with the agreed long term financial parameters and represents the City's capacity to deliver the program each year and expenditure provisions for significant projects which may be delivered by third parties. The City's Capital Works Program is built around a number of significant projects that will expand and/or significantly upgrade the provision of infrastructure and facilities for the community, and Capital Programs that underpin key asset groups such as public domain, roads, footways, pools, open space and community facilities. The proposed program will enable the commencement and completion of many identified priorities and

2017/18  0.8 10.0  2.3 0.7  0.8 1.0  6.3 4.9		2020/21 4 Years Tota	ears Total								Designat
7/18 0.8 0.8 6.3	9.0	Г									Moject
	9.0										Budget
	9.0										
	2.0		19.8							19.8	
		2.6	9.7	3.0	2.2	2.4				15.2	
	3.0	3.0	7.8	1.5	2.0	2.0				13.3	
	9.1	7.4	27.7	7.1	7.1	7.1	13.6	12.0		74.6	
	4.2		76.5							76.5	
	5.2	3.1	32.9	5.0	8.7	10.0	10.7			67.3	101.6
			33.1							33.1	
	29.7	20.9	136.2	0.6						145.2	
3.0			6.7							6.7	
63.6	2.3	0.2	104.7							104.7	
8.4			8.4							8.4	
3.3			3.3					0.9	12.7	22.0	
	64.4	37.2	464.6	25.6	20.0	24.5	24.3	18.0	12.7	586.7	1 051 7
37.7 34.6 16.3 8.2 24.7 8.3 40.8 44.8 3.0 3.7 63.6 38.6 8.4 3.3	3.0 9.1 4.2 5.2 29.7 2.3	3.0 7.4 3.1 3.1 20.9 20.9 20.9 37.2	2 6 7 7	7.8 4 27.7 76.5 1 32.9 33.1 9 136.2 6.7 6.7 8.4 8.4	7.8 27.7 76.5 32.9 33.1 136.2 6.7 104.7 8.4 3.3	7.8 1.5 27.7 7.1 76.5 32.9 5.0 33.1 136.2 9.0 6.7 104.7 8.4 3.3	7.8 1.5 2.0 27.7 7.1 7.1 76.5 32.9 5.0 8.7 136.2 9.0 6.7 104.7 8.4 3.3	7.8 1.5 2.0 2.0 27.7 7.1 7.1 7.1 76.5 32.9 5.0 8.7 10.0 33.1 136.2 9.0 6.7 6.7 8.4 8.4 8.4 3.3	7.8 1.5 2.0 2.0 27.7 7.1 7.1 13.6 1 76.5 7.1 7.1 13.6 1 32.9 5.0 8.7 10.0 10.7 136.2 9.0 6.7 104.7 8.4 3.3	7.8 1.5 2.0 2.0 27.7 7.1 7.1 7.1 13.6 12.0 76.5 32.9 5.0 8.7 10.0 10.7 136.2 9.0 6.7 104.7 8.4 6.0	7.8 1.5 2.0 2.0 27.7 7.1 7.1 7.1 13.6 12.0 76.5 32.9 5.0 8.7 10.0 10.7 136.2 9.0 6.7 104.7 8.4 6.0

Capital Works Expenditure Summary - continued

	Prior						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Years Total	Total
	Years	ı	2018/19	2019/20	2020/21	4 Year Total						Г		Project
₩.Ş	Total	2017/18			Г	Г								Budget
Capital Programs														
Bicycle Related Works	53.1	6.5	12.3	13.4	7.6	39.7	9.0	5.7	0.2				54.6	107.7
Community, Cultural and Recreation Property Related Projects	41.2	3.2	8.1	6.0	4.1	16.3	7.4	14.0	17.0	17.0	18.0	14.0	103.7	144.9
Corporate and Investment Property Related Projects	35.2	1.2	0.2			1.4							1.4	36.6
Open Space & Parks	24.6	16.6	18.7	10.8	16.9	65.9	10.3	7.0	8.0	8.0	13.0	13.0	122.3	146.9
Public Art LGA	9.9	6.5	4.4	2.7	9.0	14.3	0.2						14.5	21.1
Public Domain	21.1	1.7	5.4	9.8	8.0	23.6	4.9	4.9	5.0	7.0	9.6	5.5	59.4	80.4
Stormwater Drainage	15.1	2.9	0.7		1.5	5.1	3.7	11.2	0.6		5.0	5.0	39.0	54.1
Rolling Programs (Asset Renewal)														
Community, Cultural and Recreation Property Related Projects		6.9	10.3	7.1	11.8	36.0	12.0	9.8	7.0	7.5	10.0	9.0	90.1	90.1
Corporate and Investment Property Related Projects		9.9	16.2	17.2	15.1	58.4	14.2	14.6	12.1	11.0	13.2	13.0	136.5	136.5
Infrastructure - Roads Bridges Footways		12.8	11.5	10.7	13.3	48.3	14.8	15.8	17.1	18.8	18.8	19.0	152.6	152.6
Open Space & Parks		10.8	10.0	16.4	15.8	53.0	15.7	18.6	20.0	20.0	20.2	17.2	164.7	164.7
Public Art LGA		9.0	9.0	0.5	0.7	2.4	9.0	0.7	9.0	9.0	0.7	0.7	6.3	6.3
Public Domain		10.4	11.8	12.8	12.2	47.1	11.4	20.3	13.4	9.8	8.3	8.2	118.7	118.7
Stormwater Drainage		2.3	2.0	2.0	1.6	7.9	2.0	2.0	2.5	3.5	3.5	3.5	24.9	24.9
Programs Total	197.0	92.4	112.0	103.2	108.9	416.5	106.1	123.4	112.0	103.2	119.3	108.0	1,088.5	1,285.5
Contingency Capital Works Contingency		5.0				5.0							5.0	5.0
Total Contingency	0.0	5.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.0
					1									
TOTAL CAPITAL WORKS	662.0	305.5	266.8	167.7	146.2	886.1	131.7	143.4	133.5	127.5	137.3	120.7	1,680.2	2,342.2

City of Sydney Balance Sheet

					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		2018/19	2019/20	2020/21						
W.\$	2017/18									
ASSETS										
Current Assets										
Cash and Investments	453.9	397.9	316.4	310.8	302.4	283.2	281.8	234.3	213.8	206.2
Prepayments	4.0		4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Inventory	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Current Assets	554.9	499.3	418.2	413.2	405.4	386.8	386.1	339.3	319.5	312.7
Non-Current Assets Canital Works Infrastructure Investment Properties and P&A	114012	11.478.8	11.608.3	11.671.8	11.728.6	11.800.5	11.851.0	11.944.3	12 009 3	12 056 7
Non Current Assets	11,401.2	11,478.8	11,608.3	11,671.8	11,728.6	11,800.5	11.851.0	11.944.3	12,009.3	12,056.7
TOTAL ASSETS	11,956.1	11,978.0	12,026.5	12,085.0	12,134.0	12,187.3	12,237.1	12,283.5	12,328.8	12,369.4
LIABILITIES  Current Liabilities Pavables	115.9	117.7	109.2	109.4	110.9	117.3	1204	124 1	1308	133.0
Provisions	65.4		65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4
Current Liabilities	181.3	183.1	174.5	174.8	176.2	182.7	185.7	189.4	196.1	198.4
Non-Current Liabilities										
Provisions	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7
Non Current Liabilities	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7
TOTAL LIABILITIES	201.9	203.7	195.2	195.4	196.9	203.4	206.4	210.1	216.8	219.1
Net Assets	11,754.1	11,774.3	11,831.3	11,889.6	11,937.1	11,984.0	12,030.7	12,073.4	12,112.0	12,150.4
EQUITY										
Equity	11,754.1	11,774.3	11,831.3	11,889.6	11,937.1	11,984.0	12,030.7	12,073.4	12,112.0	12,150.4

#### City of Sydney CASH FLOW FORECAST

					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
W\$	2017/18	2018/19	2019/20	2020/21						
Revenue: Rates and Annual Charges Other Operating Income	324.5 226.5	335.4 230.6	343.9	352.7	361.7	371.0	380.4	390.1	400.1	410.3
Operating Income	551.0	566.0	579.1	593.7	9.809	624.0	640.5	657.5	674.9	692.9
Expenses: Salary & Wages Expenditure Other Operating Expenditure	227.1 209.1	233.8 218.2	237.7 222.8	243.2 229.7	250.6 234.2	258.7 240.0	267.1 246.9	274.8 255.2	284.0 261.2	293.0 268.6
Operating Expenditure	436.2	452.1	460.5	472.9	484.8	498.6	514.0	529.9	545.2	561.7
Operating Surplus	114.8	113.9	118.6	120.8	123.8	125.3	126.5	127.5	129.7	131.2
Other Non Operating: Interest income	13.5	12.6	11.4	10.0	9.6	10.1	9.7	10.1	8.8	8.2
Light Rail Contribution to NSW Government	(63.6)	(38.6)	(2.3)	(0.2)	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses	(7.2)	(0.9)	(6.1)	(6.2)	(6.3)	(6.4)	(6.5)	(9.9)	(6.7)	(6.8)
Depreciation	(113.0)	(115.8)	(119.8)	(122.4)	(123.9)	(125.5)	(126.9)	(128.3)	(131.2)	(132.3)
Capital Grants and Contributions  Net Surplus	27.8	20.2	20.72	58.3 58.3	44.7	45.3	45.9	42.7	38.0 38.6	38.0
Add Back : Depreciation Non-Cash Asset Adjustments	113.0	115.8	119.8	122.4	123.9	125.5	126.9	128.3	131.2	132.3
Cash Surplus before Capital Expenditure	141.3	137.0	177.8	181.8	172.5	173.3	174.7	172.0	170.8	171.7
Capital Expenditure Capital Works (excluding Light Rail Contribution) Plant and Asset Acquisitions Property (Acquisitions/Divestments	(241.9) (25.7) 110.1	(228.2) (25.0) 58.9	(165.4) (25.0) (60.0)	(146.0) (25.0) (16.0)	(131.7) (25.0) (25.0)	(143.4) (25.0) (30.0)	(133.5) (25.0) (20.0)	(127.5) (25.0) (70.0)	(137.3) (25.0) (35.0)	(120.7) (25.0) (35.0)
Total Capital Expenditure	(157.4)	(194.4)	(250.4)	(187.0)	(181.7)	(198.4)	(178.5)	(222.5)	(197.3)	(180.7)
Net Receivables/Payables Movement	6.1	1.4	(9.0)	(0.4)	6.0	5.9	2.4	3.0	0.9	1.5
Cash Surplus / (Deficit)	(10.1)	(56.0)	(81.5)	(5.6)	(8.4)	(19.2)	(1.4)	(47.5)	(20.5)	(7.6)
Total Cash at Beginning of Period Cash Surplus/ (Deficit)	463.9 (10.1)	453.9 (56.0)	397.9 (81.5)	316.4 (5.6)	310.8 (8.4)	302.4 (19.2)	283.2 (1.4)	281.8 (47.5)	234.3 (20.5)	213.8 (7.6)
Total Cash at End of Period	453.9	397.9	316.4	310.8	302.4	283.2	281.8	234.3	213.8	206.2