Integrated Planning and Reporting Program and Budget 2022/23 - Adoption

File No: X084366

Summary

The Integrated Planning and Reporting framework for NSW local government requires the City to demonstrate that its plans and objectives are appropriately resourced and can be achieved as it maintains its core functions, services and assets, and remains financially sustainable over the long term.

A vision for the city in the three decades to 2050 was developed and is set out in Sustainable Sydney 2030-2050 Continuing the Vision. A draft Community Strategic Plan - Delivering Sustainable Sydney 2030–2050 was also developed which provides the mechanism to implement the vision. These documents were endorsed by Council on 11 April 2022 and placed on public exhibition from 12 April to 23 May 2022.

A total of 407 responses were received, including 365 responses to a survey on Sydney Your Say and 42 submissions on these documents. The overwhelming feedback from the public has been to endorse the vision and directions as set out in Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan.

On 16 May 2022, Council then endorsed the remaining suite of Integrated Planning and Reporting documents, including a draft Delivery Program, draft Operational Plan and draft Resourcing Strategy, to be placed on public exhibition for public comment from 17 May 2022 to 13 June 2022 in accordance with the requirements of the Local Government Act 1993. A further 17 submissions were received on these documents.

The details of the various issues raised on the vision, and the entire suite of Integrated Planning and Reporting documents, have been assessed by staff. The issues raised in the submissions, together with responses and staff recommendations, are all included in Attachment F.

As previously advised, the Minister for Local Government responding to NSW councils' concerns over the level of the Independent Pricing and Regulatory Tribunal (IPART) determined rate peg of 0.7 per cent (and an additional 0.7 per cent for the City's past population growth), announced an additional special rates variation mechanism for the 2022/23 financial year. Council resolved in April 2022 to apply for a permanent increase of 2.5 per cent for the 2022/23, and future financial years, in line with its existing long term financial plans. As Council is still awaiting IPART's determination on this application, the draft Operational Plan and Resourcing Strategy presume approval, but also includes alternative financial scenarios without the potential rates increase. IPART has advised that it will provide a final determination by 21 June 2022, which will enable the City to finalise the documents and recommendations ahead of the Council meeting on 27 June 2022.

Recommendation

It is resolved that the Corporate, Finance, Properties and Tenders Committee:

(A) note that the City is awaiting a final determination from the Independent Pricing and Regulatory Tribunal in relation to its application for a 2.5 per cent increase in rates for 2022/23;

(B) note the proposed draft resolutions to be recommended to Council; and

(C) note that a final version of recommended resolutions and updated documents will be provided by way of an Information Relevant To Memorandum following the receipt of the Independent Pricing and Regulatory Tribunal's final determination.

Draft Council Recommendation

It is resolved that:

(A) Council note the Engagement Report for Sustainable Sydney 2030-2050 Continuing the Vision and Community Strategic Plan, as shown at Attachment G to the subject report

(B) Council note the submissions received from the community, and staff responses, on the exhibited suite of the Integrated Planning and Reporting documents as shown at Attachment F to the subject report;

(C) Council endorse Sustainable Sydney 2030-2050 Continuing the Vision, as shown at Attachment A to the subject report;

(D) Council endorse the Community Strategic Plan Delivering Sustainable Sydney 2030-2050, as shown at Attachment B to the subject report;

(E) Council adopt the 2022-2026 Delivery Program, as shown at Attachment C to the subject report;

(F) Council adopt the Operational Plan 2022/23, as shown at Attachment D to the subject report;

(G) Council adopt the Resourcing Strategy 2022, including the draft Operating and Capital Budgets and future years' forward estimates, as shown at Attachment E to the subject report;

(H) Council note that the 2022/23 budgets include:

(i) Operating income of $651.1M, operating expenditure before depreciation of $530.1M for an Operating Result of $121.0M, and a Net Operating Surplus of $77.1M after allowing for interest income, depreciation and capital contributions;

(ii) Capital Works expenditure of $202.1M; including a capital contingency of $10.0M;

(iii) Plant and Assets net expenditure of $19.9M; including Information Technology Capital Works of $7.0M; and

(iv) Net Property Acquisitions of $147.8M;

(I) Council adopt one of the two proposed Rating structures as exhibited, being the one that aligns with the Independent Pricing and Regulatory Tribunal's final determination;

(J) Council note the proposed changes to the fees and charges, as incorporated within the Operational Plan, and set out in Attachment H to the subject report;

(K) Council approve additional funding for the Blackwattle Playground, Park on Lyons and Woolworths Façade Remediation capital works projects from the relevant asset renewal provisional capital budgets for 2022/23, as set out in the subject report; and

(L) authority be delegated to the Chief Executive Officer to approve any minor editorial and document design corrections prior to publication.

Attachments

Attachment A. Sustainable Sydney 2030-2050 Continuing the Vision

Attachment B. Community Strategic Plan - Delivering Sustainable Sydney 2030–2050

Attachment C. Delivery Program 2022-2026

Attachment D. Operational Plan 2022/23

Attachment E. Resourcing Strategy 2022

Attachment F. Summary of Public Exhibition Submissions

Attachment G. Engagement Report

Attachment H. Register of Proposed Changes - Fees and Charges 2022/23

Background

1. In October 2009, the NSW Government enacted the Local Government (Planning and Reporting) Amendment Act 2009, which set a framework to integrate the various statutory planning and reporting processes as required by the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979.

2. The Integrated Planning and Reporting framework requires a number of strategic planning and resourcing documents, with alignment to the term of the elected council. The requirements include a long term Community Strategic Plan (at least 10 years), a Delivery Program for the term of the council (generally 4 years), and a detailed Operational Plan that will set out council's projects and activities for the coming 12 months.

3. These documents are all underpinned by a Resourcing Strategy, including a long term financial plan, an asset management plan and a workforce plan, to demonstrate councils have adequate resources to achieve the planned outcomes while ensuring the council's long-term sustainability for its community and stakeholders.

4. Sustainable Sydney 2030-2050 Continuing the Vision - a vision for the city in the three decades to 2050 was developed. It builds on the work undertaken thus far to realise Sustainable Sydney 2030, responds to relevant global trends and policy frameworks, encapsulates our communities' values and aspirations and is underpinned by research and analysis of data. The Community Strategic Plan Delivering Sustainable Sydney 2030–2050 was also developed. As the highest level plan within the Integrated Planning and Reporting Framework, it provides the mechanism for the implementation of the vision for our city. Both were endorsed by Council on 11 April 2022 and placed on public exhibition from 12 April to 23 May 2022.

5. On 16 May 2022, Council then endorsed the remaining suite of Integrated Planning and Reporting documents, including a draft Delivery Program, draft Operational Plan and draft Resourcing Strategy, to be placed on public exhibition for public comment from 17 May 2022 to 13 June 2022 in accordance with the requirements of the Local Government Act 1993.

Sustainable Sydney 2030-2050 Continuing the Vision and Community Strategic Plan

6. The documents were made available through the City's Sydney Your Say website from 12 April to 23 May 2022. The page also included additional information, links to engagement reports and the City Talks video. Feedback was invited via a short survey, email or phone. There were 6,862 unique pageviews of the Sydney Your Say page.

7. A comprehensive campaign promoted the public exhibition of Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan. This included:

   (a) City Talk held in Sydney Town Hall on 5 April 2022 featuring the Lord Mayor, the Mayor of London Sadiq Khan and a panel of city thought leaders attended by over 1,000 people

   (b) briefings to City Advisory Panels and community organisations

(c) email newsletters to over 30,000 subscribers to Sydney Your Say, City Talks and various City News newsletters

(d) A digital marketing campaign to promote and support the consultation reaching 68,288 people.

(e) Paid marketing on Instagram, Facebook, Koori Radio and news networks including news.com.au

(f) 43 media items over 26 days in print and online media

8. The City received a large number of responses including:

(a) 365 responses from individuals and organisations to an online survey

(b) Open-ended responses provided feedback on

(i) Strategic directions (over 200 comments)

(ii) Targets (39 comments)

(iii) Project ideas (135 comments)

(iv) General comments (75 comments)

(c) 42 emailed submissions from individuals and organisations that include statements of support as well as detailed submissions that raise a number of issues that have been reviewed and responded to by staff.

9. The overwhelming response from the public has been to endorse the vision and direction set out in Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan.

10. 85 per cent of survey respondents agreed or strongly agreed with the 10 strategic directions. There were many general supportive comments as well as comments that supported specific elements of the plan including greening of the city, more action to address climate change, support for walking cycling and public transport, support for culture and creativity in the city, and the importance of affordable housing, including exploring different approaches to addressing the issue. There were points of concern raised by respondents to the survey (although these were in the minority) and points raised that will inform how the city implements the plan.

11. In response to the 10 targets, the majority of comments were supportive. They included suggestions to increase the level of ambition particularly in relation to net zero, greening, and affordable housing targets. This was consistent with the feedback received in the e-mailed submissions. The review and amendment of targets is discussed further below.

12. When asked which of the ten project ideas would be most transformative and should be implemented first, 36 per cent of respondents identified 'The green city - increasing city greening'. This was followed by 19 per cent who identified 'Building on housing for all' and 13 per cent who selected 'Three linked city squares'. Of the 131 comments relating to the project ideas, a large number spoke to the importance of multiple ideas, noting that many overlap and contribute to each other. Many just said "I love them all". The largest number of comments related to greening the city and affordable housing. As well, there was significant support for creating more space for people in the city, including improvements for pedestrians and cyclists and more public transport.

13. Of the 75 general comments received, 35 of these were positive endorsements of the vision or elements of the plan. Over half provided specific feedback on issues. There were very few negative comments.

14. 42 submissions were received and all have been reviewed by staff. A summary of the issues raised in the submissions, together with the responses and staff recommendations, are included at Attachment F. Some of the overarching issues arising from the submissions are expanded on below.

15. The themes, nature and volume of comments that were made in response to the survey or drawn from the submissions were consistent with the main themes that emerged during the consultation undertaken to develop Sustainable Sydney 2030-2050 Continuing the Vision. The highest priority topics included greening the city, response to the climate emergency and affordable housing.

16. There were hundreds of suggestions put forward by members of the public and organisations through the survey responses as well as more detailed submissions. While they may not have changed the documents as published, they will influence how the City implements the Vision and Community Strategic Plan. All the suggestions and comments will be forwarded to relevant City staff for consideration as projects are developed and implemented.

17. A number of submissions, as well as many comments provided through the survey, recommended the City accelerate some of its targets. This includes the adoption of net zero by 2030, the acceleration and/or increase to greening and canopy targets and the acceleration and/or increase to affordable and social housing targets.

18. Each of these targets has been developed based on the best data, policy or other relevant information available at this time. On that basis, staff have recommended that the targets remain unchanged. However, it is acknowledged that circumstances change. There is a new Federal Government for example and energy and climate policy settings may materially change as a result. Council is required to review its 10-year community strategic plan every 4 years, as part of the role of the incoming council after council elections. This provides Council the opportunity to adjust and refine targets based on information available at that time. Progress towards the achievement of targets and/or significant changes in policy settings at a national or state level may provide sufficient rationale for such a change at that future time.

19. Several submissions included the Coalition Caring for Community Centres (4Cs) recommendations to improve community facilities in the local area. These recommendations have previously been submitted to Council. Additional positions and funding have been included in the Long-Term Financial Plan from financial year 2022/23 to increase staffing and programming across the City's network of community facilities. Further, the Lord Mayor has convened discussions with a range of community groups to hear and address their concerns regarding the use of community facilities. This engagement will continue. As these processes are well underway, no additional change was recommended to the Community Strategic Plan.

20. A number of submissions raised concerns about development led by the NSW Government in their area, specifically around Central Station and that associated with the Pyrmont Peninsula Place Strategy. The submissions expressed a desire for protection of valued neighbourhoods, and the need for communities to be engaged by the NSW Government in the changes that were occurring around them.

21. A report which provides the detail of the engagement, media and marketing activities and outcomes is included at Attachment G.

22. Sustainable Sydney 2030-2050 Continuing the Vision is included at Attachment A. It remains unchanged from the exhibition version.

23. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 is included at Attachment B. Minor amendments to correct administrative errors, ensure it is consistent with other Integrated Planning and Reporting documents and improve the clarity of the documents have been made to the Community Strategic Plan. Some minor additions to strategic outcomes have been included as a result of public feedback. All changes are shown in the attached document using track changes.

Delivery Program, Operational Plan and Resourcing Strategy

24. The Plans were made available through the City's Sydney Your Say website, which had 829 unique visits and 175 downloads of the Delivery Program and Operational Plan. The consultation also included

    (a) notification of the exhibition to 7,172 subscribers to the City's Sydney Your Say e-newsletter.

    (b) City of Sydney news 15,651 on the 24 May 2022

    (c) City of Sydney news 16,193 on the 31 May 2022

25. The City received submissions through the Sydney Your Say website with 11 survey responses and six direct email submissions covering several topics. All submissions have been internally reviewed, with staff recommending the exhibited content of the draft plans remain unchanged as a result of the submissions received.

26. The issues raised in the submissions, together with the responses and staff recommendations, are also included in Attachment F.

27. Minor amendments to correct administrative errors and improve the clarity of the documents have also been made to the Delivery Program and Operational Plan.

28. Track change versions of the document have been attached to this report to show changes to the content of the documents. Changes in line with the City's editorial guidelines, such as de-capitalisation (changing from upper to lower case), replacing spelt numbers with numbers and removing or adding full stops and ampersands have not been included in the track changes to improve readability.

29. A register of proposed minor changes to the draft Fees and Charges 2022/23 is provided at Attachment H. These include a number of changes to fee descriptions providing enhanced clarity, alignment of fees, updating statutory fees as set by legislation and introducing a new discounted fee with a $0.00 to $15.00 range for volunteer groups that provide direct assistance to vulnerable communities using community halls.

30. The draft Grants and Sponsorship program included in the Operational Plan 2022/23 attached to the Public Exhibition – Integrated Planning and Reporting Program and Budget 2022/23 Council paper did not align with the endorsed draft budget. The proposed Grants Program underpins the endorsed draft budget, as set out in the budget and financial schedules included in the Integrated Planning and Reporting (IPR) documents which remain unchanged. The proposed Grants and Sponsorship Program for 2022/23 has now been included in a separate report to Council, will be considered and exhibited with the Grants Policy and Guidelines, and then brought back to Council for endorsement.

31. While the suite of Integrated Planning and Reporting documents have been on exhibition, the funding required for a number of individual capital works projects have been refined and it has been identified that they require additional budget to commence works. The three projects are all within the asset renewal programs, where additional funding can be transferred from capital provisions for 2022/23 to these specific projects.

32. In the Open Space and Parks renewal budgets, two projects require additional funds as set out below:

    (a) Blackwattle Playground project - $0.45M required due an increase in scope, as approved by Council as part of the scoping report in February 2022, and to improve park safety through the inclusion of the renewal of a timber deck, a barrier rail to the sandstone cliff, the replacement of the eastern boundary fence and new curb and ramp to the footpath for accessible entry to the park and playground, and there has also been an escalation of costs relating to supply issues.

    (b) Park on Lyons – $0.25M required due to higher priced responses to the tender, and schedule of rates price escalation, in the current market environment.

33. In the Properties Assets renewal budgets, the Woolworths Building Façade Remediation project requires an additional $1.15M as a result of worse than anticipated latent conditions, including the recent identification of asbestos contaminated putty in the windows on the north and west elevations.

34. The financial schedules included within the Operational Plan and Resourcing Strategy, have been updated so that the schedule of individual capital works projects exceeding $5M, now reflect all prior years expenditure.

35. The exhibited suite of Integrated Planning and Reporting documents, including the 2022/23 budgets and incorporating the setting of the rates, in accordance with the requirements of the Local Government Act 1993 are attached to the subject report. It must be noted that these documents still incorporate the two rates increase scenarios (2.5 per cent or 1.4 per cent), pending the Independent Pricing and Regulatory Tribunal's (IPART) final determination of the City's special rate variation application for a 2.5 per cent permanent rate increase. IPART has advised that it will provide a final determination by 21 June 2022, which will enable the City to finalise the documents and recommendations ahead of the Council meeting on 27 June 2022.

Key Implications

Strategic Alignment - Sustainable Sydney 2030

36. Sustainable Sydney 2030-2050 Continuing the Vision is the evolution of Sustainable Sydney 2030. It is the continuing vision for the sustainable development of the city over the next three decades. It will be implemented via the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 from financial year 2022/23 through the 2022 Delivery Program and 2022/23 Operational Plan.

Organisational Impact

37. The Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy will be implemented from financial year 2022/23. At that time, the organisation's resources will be aligned to the priorities identified for the 10+ year, four year and one-year periods of those plans.

38. The proposed budget for 2022/23 provides for all approved full time equivalent (FTE) positions. The City also supports a significant number of additional jobs through the provision of contracts that underpin a range of externally provided projects and services.

39. These positions are required to ensure the ongoing operation of the City, and to advance the outcomes determined by Council. City staff continue to revise functional operations to determine where opportunities arise to improve effectiveness and efficiency of service delivery, to ensure the organisation remains financially sustainable.

Social / Cultural / Community

40. Sustainable Sydney 2030-2050 Continuing the Vision, in representing the communities' aspirations for the future of the city, aims to achieve an equitable and inclusive city, where people can prosper and reach their full potential. It also aims to strengthen resilience in our community by making stronger the networks and connections that bind people and organisations together. And to create a city where everyone can participate in, contribute to and benefit from its cultural life.

41. The Community Strategic Plan includes a definition of the communities we serve (drawn from the forthcoming Community Engagement Framework). It includes the many people who rely on our area as the place they live, work, study, do business, access services and visit. As well, it recognises the global connections and obligations our communities have to others around the world and the responsibilities from this that arise for the City of Sydney.

42. There are a number of objectives where outcomes beyond the boundaries of our Local Government area are defined, including:

    - 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney;
    - 1.5 The transformation of the city is enabled by successful partnerships and collaboration; and
    - 7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations

Environmental

43. In responding to the communities' aspirations for action on climate change, Sustainable Sydney 2030-2050 Continuing the Vision aims for a more sustainable future where everyone does their part to respond to the climate emergency as we start to restore our overheated planet.

Economic

44. Sustainable Sydney 2030-2050 Continuing the Vision positions our city as a leader in our region for just and sustainable growth, creativity and innovation. A city with a thriving 24-hour economy and opportunities for all.

Financial Implications

45. The proposed 2022/23 budget plans for operating income of $651.1M, operating expenditure of $530.1M, and projects an operating surplus prior to interest income, depreciation, capital project related costs and capital contributions of $121.0M.

46. After allowing for interest income, depreciation and capital contributions, the City is budgeting for a Net Surplus of $77.1M. Full details are provided in the Operational Plan 2022/23, and the long term financial plan within the Resourcing Strategy 2022.

47. The Minister for Local Government, responding to NSW councils concerns over the level of the rate peg, and its underlying calculation, announced an additional special rates variation (ASV) mechanism for the 2022/23 financial year on 7 March 2022, to support councils that had budgeted for a higher rates increase in their long term financial plans. The budget result identified above presumes IPART's approval of Council's application for a permanent rate increase of 2.5 per cent from 2022/23, in line with our Long Term Financial Plan, however this application is yet to be determined.

48. Given the uncertain outcome of the Councils application at this time, the Operational Plan and Resourcing Strategy include modelling for two alternative financial scenarios. Scenario 1a reflects the financial implications if IPART only approve the 2.5 per cent increase for the 2022/23 year. Scenario 1b reflects the financial implications if IPART reject the City's application altogether, and enforce their original approval for a rates increase of just 1.4 per cent (0.7 per cent for local government cost increases and a further 0.7 per cent for population growth) .

49. While Scenario 1a would not impact the planned operating or net surplus for 2022/23, Scenarios 1b reduces the 2022/23 operating surplus down by $3.5M to $117.5M and the net surplus to $73.6M. The cumulative impact of lower rate increases through both scenarios would however significantly reduce the City's financial capacity over the years, by $40M over the ten years of the long term financial plan.

50. While Council applied for a permanent rates increase of 2.5 per cent on 29 April, the final determination of this application is not due from IPART until late June 2022, which will be after the budget has been on public exhibition and considered by Council's committee, but before the Council meeting to adopt the budget and the rates for 2022/23.

51. The proposed rates for 2022/23 rating year, pending IPART's determination on the Council's application for a special rates variation, will be either:

    (a) IPART approval for a special rate variation to 2.5 per cent (as modelled in the main financial schedules)

Category / Subcategory	**Minimum Rate ($)**	**Ad valorem (rate in Dollar)**
Residential - Ordinary Rate	$613.50	0.00119024
Business - Ordinary Rate	$785.00	0.00381862
Business subcategory - CBD Rate	$785.00	0.00755000

    (b) IPART's refuse the application and the initial rate increase including population growth factor to 1.4 per cent stands (as modelled in the Alternative Scenario 1b in the financial schedules)

Category / Subcategory	**Minimum Rate ($)**	**Ad valorem (rate in Dollar)**
Residential - Ordinary Rate	$606.90	0.00117837
Business - Ordinary Rate	$776.65	0.00377163
Business subcategory - CBD Rate	$776.65	0.00747100

52. The Resourcing Strategy, which includes the Long Term Financial Plan, will be aligned with the Community Strategic Plan with implementation commencing from financial year 2022/23. Ensuring long term financial sustainability will remain a fundamental principle of future planning and is always considered when planning for the delivery of the elements of the vision.

53. While the economic fallout from the health crisis, caused by the Covid-19 pandemic, in NSW is far from over, the City's revenue sources continue to gradually recover, with parking related services returning close towards pre-pandemic levels and budgets, and venues also planning to improve their attendance and revenue expectations. However, other key revenue sources including commercial property income and the financial performance of some community facilities, continue to reflect the ongoing effects of the pandemic's economic impact.

54. Local businesses also continue to be significantly impacted by the pandemic with staff shortages, rises in case numbers and inclement weather during peak trade periods of summer and beyond. One mechanism to support businesses through this recovery phase is through outdoor dining. An evaluation survey of outdoor dining approval holders revealed that 91 per cent of respondents reported the outdoor dining to be beneficial or crucial to their business, 39 per cent of respondents estimated up to 20 per cent of their turnover could be attributed to outdoor dining, 74 per cent of respondents with on-street dining spaces believe the extra space led them to employ at least 1 additional staff member per week and 89 per cent of businesses that applied for outdoor dining since November 2020 were satisfied with the temporary provisions such as the fee waiver.

55. For 2022/23, to continue support for business recovery and to help reactivate the CBD, the City has planned to set all outdoor dining fees at zero dollars. The loss of revenue to the City from this initiative is in the order of $2.5M for the coming financial year.

56. The City's financial recovery plan acknowledges that planned deliverables and actions may be impacted or need to be reprioritised based on the effects of this pandemic, and new priorities may emerge. It anticipated that services, and levels of service may continue to change as we deal with the economic impact, and that these changes may be temporary or permanent according to ongoing community priorities and resources.

57. It is also important to note that our current operating environment remains very uncertain and quite volatile. The City's financial results will or may be impacted by a fast rising CPI and underlying inflation, the finalisation of the City's Award, challenges to the energy resource markets and ongoing supply chain issues affecting our suppliers capacity to tender, resource and deliver our operating and capital programs.

58. The draft budgets reflect our best estimates of required funding at this time, however we anticipate that there will be specific services and projects where we may need to refine funding requirements, and where these price fluctuations cannot be absorbed within the draft budgets, these requirements would be brought back to Council either directly or through the quarterly reports to progress delivery of the planned outcomes.

Reserves

59. The Long Term Financial Plan incorporates the City’s cash reserves, including all of the external restrictions required by legislation to quarantine funds raised for specific purposes, including developer contributions, security deposits, and domestic waste and stormwater charges. It also incorporates internal restrictions where Council has resolved to set aside specific funding to cater for employee leave entitlements, asset replacement, and significant strategic commitments such as the Supported Accommodation Affordable and Diverse Housing Fund, Green Square Infrastructure, and Green Infrastructure (energy, stormwater and waste).

60. The Plan continues to forecast future cash funding and utilisation of the restricted cash reserves, to reflect the proposed timing of these major projects and commitments of the City. It is important however to recognise that the cash restrictions within the Long Term Financial Plan are designed to demonstrate specifically identified Council commitments, they do not set aside all funding already committed to fund the entire capital works program.

61. The proposed operating and capital expenditure budgets are projected to reduce the City's total cash reserves to $482.6M by 30 June 2022, in line with the long term financial strategy.

62. Despite the impacts of the pandemic, the City's strong financial management over the past years provides a strong platform to respond to the current crisis. Over the life of the proposed 10 year financial estimates the key financial performance ratios, set out in the plan, are forecast to return to results that satisfy relative industry benchmarks.

Relevant Legislation

63. Section 8C of the Local Government Act 1993 sets out the integrated planning and reporting principles that apply to councils. Section 406 requires council to comply with the integrated planning and reporting guidelines established by the Executive of the Office of Local Government. Council must comply with these requirements when preparing a draft community strategic plan, the underlying delivery program and operational plans and strategies with respect to the council's activities.

Critical Dates / Time Frames

64. Section 402 of the Local Government Act 1993 requires Councils to have a Community Strategic Plan that identifies the main priorities and aspirations for the future of the local area. The plan must be of at least 10 years in duration and include strategic objectives together with strategies for achieving those objectives. The plan must be adopted by June 30 following the election of a new Council.

65. Section 405 of the Local Government Act 1993 requires that councils must adopt an Operational Plan, including a statement of the council's revenue policy for the year covered by the operational plan before the beginning of each year.

66. Section 406 of the Local Government Act 1993 requires that councils must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

67. Council is required to place the proposed new documents related to the Integrated Planning and Reporting legislation on public exhibition for 28 days. The Local Government Act 1993 requires the draft budget, and revenue pricing policy for rates, annual charges and fees be incorporated within that exhibition and consultation process.

Options

68. Council has the option to vary budget allocations, rates and fees and charges prior to, and after the 28-day exhibition period, prior to final approval.

Public Consultation

69. A comprehensive engagement program was undertaken from late 2018 and throughout 2019 to develop the Vision and Community Strategic Plan. This was detailed in a report to Council in December 2019 which also included reports from various engagement activities. The reports are also available on the City of Sydney website.

70. The draft Vision and Community Strategic Plan were on public exhibition for 42 days until 23 May 2022 and any relevant comments received during this period that also relate to the draft Delivery Program and draft Operational Plan will be assessed and incorporated into those documents accordingly.

71. Council is required to exhibit to the community, for a period not less than 28 days, the draft Operational Plan 2022/23, including its revenue policy and budgets, draft Delivery Program. The City elects to exhibit the draft Resourcing Strategy at the same time even though it is not a legislative requirement.

72. During the exhibition of the Community Strategic Plan, specific engagement with local Aboriginal stakeholders and organisations on the Closing the Gap actions took place with feedback and contributions relevant for the Delivery Program and Operational Plan incorporated into the feedback received from others.

73. During the exhibition period, the community were invited to make comments and submissions regarding the plans. The City utilised the Sydney Your Say community engagement platform to seek responses on the draft plans. All submissions received by the City have been considered and assessed against the draft planning documents. More details are provided in Attachment F.

74. A detailed community engagement report is provided as Attachment G.

KATE DEACON

Director Strategic Development and Engagement

Andrea Beattie, Executive Manager Strategic Outcomes

BILL CARTER

Chief Financial Officer

Geoff Burton, Business Planning and Performance Manager

Bob Wallace, Financial Planning and Reporting Manager

Attachment A

Sustainable Sydney 2030-2050
Continuing the Vision

Sustainable Sydney 2030—2050
Continuing the Vision



Green, Global, Connected

CITY OF SYDNEY

The City acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of this place we now call Sydney, and we acknowledge their continued connection to Country. We pay respect to Aboriginal and Torres Strait Islander Elders past, present and emerging.

Images on front cover (top left to bottom right):

George Street transformation, city centre
Photo: Florian Groehn

Bourke Street cycleway, Surry Hills
Photo: Katherine Griffiths / City of Sydney

***bara*, Judy Watson, Tarpeian Lawn, 2022**
Monument for the Eora above Dubbagullee (Bennelong Point)

Pirrama Park minimal intervention vision
Concept by Andrew Burges Architects

Contents

Message from Lord Mayor Clover Moore
Page 3

Vision for the future
Page 8

Six guiding principles
Page 10

Ten targets to measure progress
Page 13

Ten strategic directions
Page 14

Transformative project ideas

Eora Journey – Yananurala	18
Three linked city squares	24
The green city – increasing city greening	38
City space improvement program	56
The water city – making more of our harbour	64
Connecting Green Square	72
Metro as catalyst	76
Building on housing for all	82
Making space for culture	88
Reimagining our community assets	96



Open air community room,
Joynton Avenue Creative Centre
Photo: Katherine Griffiths / City of Sydney

Message from Lord Mayor Clover Moore



When the Independent Team was first elected in 2004 we wanted a plan for Sydney for the long term, and we knew global warming was a reality, that would only worsen as governments and people continued the pretence that it wasn't a threat.

We embarked on the most comprehensive consultation the City of Sydney had ever undertaken. **Sustainable Sydney 2030** was the result. It is a blueprint for a city that is environmentally, economically, socially and culturally sustainable and it is the cornerstone of everything we do and has been updated as circumstances changed. Our vision for a Green, Global and Connected city was adopted and roundly supported by residents and business.

This transformation was built on a foundation of ambitious targets and I will outline key priorities.

Reducing emissions

We made the commitment to reduce emissions in our own operations by 70 per cent by 2030. We did the master plans, set the targets and took action, and have met our goal nine years early in 2021.

Climate action underpins all that we do. We became carbon neutral in 2007 – the first government in Australia to receive this certification. We have converted over 6,000 streetlights to LED – and fast-tracked plans to do the remaining 9,500. We installed 7,081 solar panels across 45 city-owned buildings. We procured one of Australia's largest hybrid and electric vehicle fleets and are trialling electric garbage trucks and street sweepers.

We switched to 100 per cent renewable electricity in July 2020, reducing emissions and saving our ratepayers half a million dollars each year for 10 years. And creating jobs in regional NSW in wind and solar farms at Glen Innes, Wagga and in the Shoalhaven.

Working with partners

Our leading partners include the Better Buildings Partnership, CitySwitch Green Office, the Sustainable Destination Partnership and the Smart Green Apartments program.

The Better Buildings Partnership demonstrates how action on climate change is good for business – and the economy. The Partnership represents 59% commercial office space in the city centre, with members including major building owners like Dexus, Lendlease, Mirvac, GPT as well as the UTS. They committed to our Sustainable Sydney 2030 goal and have already reduced their emissions by 66% and are tracking toward an 83 per cent reduction by 2030. They have reduced water use by 39 per cent since financial year 2006 and are saving $30 million a year. While partners who own 88 buildings have committed to becoming carbon neutral on or before 2030.

Since 2006, our city workforce has expanded by more than 50% and our population has increased by nearly 60% – in that time emissions have declined by 26% across the city If it had been business as usual emissions would have increased by 57%.

But urgent action is still required. Our new target is net zero by 2035.

We've installed metropolitan Sydney's largest urban water recycling centre in Green Square, which treats up to 900 thousand litres of stormwater every day to provide recycled water for residents and community facilities in the town centre. We have **20 water harvesting systems in our parks**, which produce 80 thousand litres of non-potable water every day to keep our parks and streets green, and we completed **our largest storm water harvesting system** in Sydney Park wetlands.

Greening Sydney

Greening our city has been a top priority since 2004.

One of our first actions was to purchase land for $11 million from the State Government to create Pirrama Park in Pyrmont, and in 2011 we negotiated substantial new public parkland in Harold Park as part of the redevelopment of the paceway and we created over 24 hectares of new parkland and have invested $23 million to transform Sydney Park into a 40-hectare oasis.

We have renewed open spaces from Glebe to Rosebery, Darlinghurst to Beaconsfield. And when the **Drying Green** at Green Square is open, it will be the biggest of more than 40 parks we're delivering together with developers in that urban renewal area.

The quality of our open spaces was internationally recognized with the prestigious Jury Award at the Architizer A+ Awards in New York, one of a number we have won over the past year.

We are already experiencing the impacts of climate change. By 2050, urban heating is predicted to increase temperatures between 1.5 and 3 degrees, so it's vital we plan, invest and adapt. We see trees and green spaces as essential infrastructure, as effective and extensive canopy cover can help reduce temperatures on the ground by up to 10 degrees.

We now plan to use **innovation and design to create more planting opportunities** – practical ways to green roofs and walls and 383-kilometre network of laneways and narrow streets – and introduce planning tools to ensure we're greening equitably across the city.

We plan to increase canopy cover by 50 per cent by 2030, and 75 per cent by 2050.

The public domain

(i) Walking and cycling are integral to a sustainable city

Walking and cycling lead to calm, quiet and liveable cities. Public, shared and active transport reduce emissions, congestion, and competition for scarce parking spaces and improve people's health and the city's economy.

Since 2007, 40 per cent of the **bike network** has been built - that's more than 25 kilometres of safe separated cycleways, 60 kilometres of shared paths and 40 kilometres of other infrastructure.

The quality of our **walking environment** is important for maintaining global competitiveness and reputation. Walking is how people experience our city. Our streets and public spaces are the face we show the world.

By 2036 it is predicted that 1.7 million people will visit the city daily and 2 million by 2050. Our current footpaths cannot accommodate that growth in the number of people walking. Our new target is that by 2050, 9 out 10 people travelling to the city centre, and 2 out of 3 in the rest of our area will travel to work by public transport, walk or cycle.

(ii) Transforming George Street

The central public domain concern outlined in Sustainable Sydney 2030 was that our global city status and competitiveness was severely compromised by the poor quality of our main street - George street which was a noisy, smelly, traffic sewer. Sustainable Sydney 2030 proposed that a light rail running down George street would be the catalyst for CBD transformation and investment.

The State Government signed up to the project. Thank you, Gladys Berejiklian, and thank you Jan Gehl for the inspiration, and the City contributed $265 million to make George Street the beautiful tree-lined, pedestrian friendly boulevard we see today. This project was supported by a program

of laneway upgrades, millions in grants for arts and activation and a campaign to allow small bars. The CBD of Sydney has truly been transformed and has attracted investment of over $8 billion along George street alone.

Embedding design excellence

Design excellence has been an integral part of the City's vision for private development, as well as our own projects. The City has won more than 113 national and international awards for our projects over the past 16 years.

In 2007 we established a Design Advisory Panel of architects, landscape architects, and arts and sustainability experts to give advice on major City projects and significant private developments. They have played a major role in raising design standards across the City, while our Public Art Advisory Panel has contributed to a legacy of contemporary public art to enrich the City.

The City of Sydney has embedded design excellence in our practice, our planning controls, and our projects. Since 2004, we have hosted 146 design competitions.

Providing housing for all

Delivering Affordable Housing has been one of our greatest challenges. Even though this is a State responsibility, we have achieved 1,328 homes with almost 400 more in the pipeline. We have invested in projects that support homeless, youth and aged.

Sustainable Sydney 2030-2050 maintains 7.5% target for affordable housing. Our commitment to do everything we can to increase the supply of affordable housing continues. We lobby State and Federal Governments to increase the amount of social, affordable and supported housing. We have offered city owned land and property to not- for- profit housing providers and we are currently fighting to maximise social housing at Waterloo in the face of the NSW Government's planned redevelopment which proposes majority housing to be for sale. We don't believe public housing tenants should be pushed to the fringes of Sydney and left without the support of their community and without access to the services they need. Nor is it good for the efficient running of our cities to have essential workers, the nurses, firemen, police, transport workers and others who keep our city healthy, safe and functioning to be pushed into locations remote from their jobs.

Recognising First Nations

No city vision would be complete without continuing **dedication to the First Nations people of Australia**. Following consultation, Sustainable Sydney 2030 established the Eora Journey as the unifying narrative bringing the elements of Indigenous representation, inclusion and social justice together. Our Stretch Reconciliation Action Plan outlines our commitments. **The Eora Journey** in the public domain identifies sites or histories of significance and reveals them so that in time our city's Indigenous story will be fully expressed. Bara in the gardens above the Opera House is complete, modelled on the hooks made from shells by aboriginal woman fishing in the shallows of the harbour.

Supporting cultural life of City of Sydney

The 2030–2050 vision extends future directions and initiatives for Sydney's cultural life which was a key commitment of 2030. We want to build on our successes such as the creation of the Eternity Playhouse in Darlinghurst, the Hayes Theatre in Potts Point and the soon to be opened City of Sydney Creative Studios in Bathurst Street. We are currently proposing planning bonuses to revitalize the iconic Oxford Street precinct and facilitating the development of new cultural precincts in Alexandria. The co-location of a number of creatives also helps stimulate the establishment of further similar cultural uses.

Providing for families and children

For city families and their children we have build or facilitated new childcare; playgrounds, pools, including the award winning Gunyama Aquatic Centre; libraries; youth centres; East Sydney Community & Arts Centre and the Joynton Avenue Creative Centre; three new pool complexes; basketball and tennis courts.



***Water Falls* by Jennifer Turpin and Michaelie Crawford**
Photo: Paul Patterson / City of Sydney

Outcomes

It's worth noting that since 2004, the residential population has increased by 67%, families are now choosing to live in the city. Local jobs had increased by 54.3% and, pre-Covid we had 1.3 million people in our city per day. Our city economy is worth $132 billion – pre-Covid it was $138 billion, or 22% of the State's economic activity and 7% of the national GDP.

Future transformative projects

The project ideas we outlined in Sustainable Sydney 2030 provided a catalyst for the transformation that has occurred – most notably the Light Rail and pedestrianisation of George Street. **Sustainable Sydney 2030–2050 proposes the next set of projects ideas to continue our global city status.**

1. There is a strong desire to recognise Sydney's richness and diversity and we are working on Eora Journey – Yananurala (Harbour Walk), a harbour-front walk that shares **Aboriginal and Torres Strait Islander history and culture**.
2. Sydney is home to major national and local cultural institutions, so **supporting our cultural sector** through precinct revitalisation, making affordable creative spaces and establishing a creative land trust is critical to nurturing our creatives. **The Oxford Street precinct** revitalisation around the National Art School would contribute to transforming the area into a major cultural destination.
3. **The harbour is Sydney's greatest single asset** and we are working with Sydney Water to clean outflows into the harbour, in order to enable swimming – a haven for tourists and residents alike!
4. **The Metro provides the opportunity to connect current and future innovation, knowledge and employment centres** across the city and in metropolitan Sydney – we hope to foster an **innovation precinct** to support the economy of the future. The Metro also offers opportunities to **transform key city gateway roads** such as **Oxford Street, Botany Road, and Broadway,** currently acting as traffic sewers, into green, pedestrian and cycling friendly avenues – making them welcoming entries to the city centre and further greening our city.
5. **Unlocking Spaces such as Moore Park Golf Course** to create large open green space which is critical to the health and well-being of the tens of thousands of new residents in Green Square. By 2050, we will cater for increasing number of pedestrians.
6. **Pedestrianizing Park Street** – to connect Hyde Park and provide a crucial East-West link for pedestrians, in line with Jan Gehl's vision, while **Loftus Street in Circular Quay** is an opportunity to create another pedestrianised street closed to traffic and open to outdoor dining in this crucial tourist hub.
7. **Realising our three city squares at the Quay, Town Hall and Central** now linked by a transformed George Street.

These aspirational projects outlined in Sustainable Sydney 2030–2050 will help to continue to realise our green, global and connected vision for Sydney. The Sustainable Sydney 2030 Vision inspired and delivered a transformation of Sydney.

With so much already delivered, we are continuing and extending our targets, our ambition and ourselves to continue 2030's vision to 2050.



Lord Mayor
Clover Moore

Vision for the future

Our communities support our green, global and connected city. This is what that means.



Naba Gumal (detail) by Shannon Foster
Photos: istock

Green

We support a sustainable future where everyone in the city does their part to respond to the climate emergency and contributes to improving environmental conditions on the planet.

It means citizens responsibly reduce their environmental footprint by cutting what they consume, minimising waste and sharing resources.

Business and institutions take the lead in research, investment and innovation to remove carbon and transform our economy.

A regenerative circular economy is driven by new design and manufacturing techniques with producers taking responsibility for their products' life cycle.

The city is naturally cooled by trees and greenery, helping support wellbeing and improving amenity.

Our collective voices and actions influence others, locally and globally.

The city and communities adapt to be resilient to the impacts of the changing climate.

The city is planned so that housing, transport, facilities, infrastructure and open space allow people to be close to their jobs and what they need for daily life.

Global

We support our city being a leader in our region for just and sustainable growth, creativity and innovation. It has a thriving 24-hour economy and opportunities for all.

It means the real history of our country is acknowledged and truth telling elevated to enable us to go forward together with Aboriginal and Torres Strait Islander peoples in a true spirit of reconciliation.

Everyone in the city has an opportunity to participate in its economic, social and cultural life and reach their full potential.

Our global orientation and connections keep the city at the forefront of sustainable investment, jobs and businesses as an international gateway and leading destination for talent, business and leisure visitors.

We work collaboratively to enhance Sydney's reputation as a welcoming, diverse, inclusive and safe city that works to restore its natural environment and ecosystems.

Investment and support for creativity and innovation leads to strong economic growth.

New business models diversify our economy and business takes the lead in the transformation to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public space supports the city's thriving cultural life. Curiosity and experimentation are encouraged. Leadership, bold ideas and new talent are rewarded.

Smart, resilient infrastructure supports business investment and services our communities.

Business, government and communities are part of global networks and are active participants in global knowledge exchange.

Connected

We have social, business, cultural and physical connections within the city that allow us to reach our full potential and adapt to changes and withstand adversity. It means people look out for one another and feel safe.

Community cohesion is stronger because of our efforts to learn from, understand and connect with one another.

Communities, particularly children and young people are engaged, use their voices and actively participate in governance and decision-making processes.

People and organisations within the city are prepared for and able to recover from most situations.

Our city celebrates and strengthens its diverse, multicultural communities and everyone feels welcome.

Our lives are enhanced as our diverse communities contribute to the richness of the city's culture, where we record and share our stories, our history and our local creative achievements.

The city's distinctive local neighbourhoods provide strong focal points for community life, enriching experiences, recreation and simply coming together – all essential for health and wellbeing.

We can walk and ride bikes around our city and enjoy good public transport connections to the rest of metropolitan Sydney.

People feel connected to their city and to one another. These connections create the capacity to adapt to change and withstand adversity.

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.

Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in its decision-making.



Sydney City Farm in Sydney Park, Alexandria
Photo: Katherine Griffiths / City of Sydney

1. **We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples**

   The City of Sydney strives to reflect the needs and wants of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contribution. We will work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

2. **We respond to the climate emergency**

   The City of Sydney responds to the climate emergency by taking bold steps to reduce the city's environmental footprint and transition to a zero-carbon and regenerative economy.

   We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

   We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it be done in a way that is equitable and inclusive, with no one being left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

3. **We build the resilience of our society and economy**

   The City of Sydney is a place where partnerships between government, business and communities strengthen the city.

   We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to a range of shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

   Among other stresses are that our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

4. **Our communities are engaged in the governance of their city**

   The City of Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

5. **We lead through stewardship and collaboration**

   The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

   In our role as steward, we are required to understand what our communities value and the values we have in common, then act in line with those shared values.

   As steward of this city, we will ensure that we embrace innovation and are prepared for, respond and adapt to change.

   Our communities are also impacted by decisions outside our boundaries and we seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

6. **Our organisation is governed responsibly and sustainably**

   The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions.

   We will ensure the organisation has the financial capacity to serve our communities now and in the future.

   Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.



Ten targets to measure progress

1. **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
2. **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover.
3. **By 2030 residential potable water use will be reduced to 170 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.
4. **By 2030 there will be a 15% reduction in waste generated by each person** based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
5. **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.
6. **By 2036 there will be at least 156,000 private dwellings** and 17,500 non-private dwellings that include boarding houses and student accommodation. Of the private dwellings, **7.5% will be social housing and 7.5% will be affordable housing** with this proportion maintained into the future.
7. **By 2036 there will be at least 40,000m² of new cultural production floor space** in the City of Sydney local area compared to 2017.
8. **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
9. **By 2030 every resident will be around a 10-minute walk** to what they need for daily life.
10. **By 2050 community cohesion and social interaction will have increased.** This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.

Image on previous page: Pirrama Park, Pyrmont.
Photo: Brett Boardman

Ten strategic directions

These 10 strategic directions provide a framework for action for each major theme or topic in our 2030–2050 vision.



Scene from Hyde Park, Sydney
Photo: Mark Metcalfe / City of Sydney

Each strategic direction focuses on relevant issues that our communities identified as important as well as contextual information and findings from our research.

1. Responsible governance and stewardship

Our organisation evolves to provide governance and leadership for our city and communities.

2. A leading environmental performer

Our city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives.

3. Public places for all

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

4. Design excellence and sustainable development

Our city will continue to grow sustainably and with good design. Our communities are inclusive, socially connected and healthy. They live in walkable, well-serviced neighbourhoods that are supported by public transport. We take the impact of climate change into account in the policies that influence development in our city.

5. A city for walking, cycling and public transport

Our city has more public transport and zero-carbon vehicles and more people choose to walk and ride bikes. The city is greener and calmer with more space for people on the streets.

6. An equitable and inclusive city

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

7. Resilient and diverse communities

Our city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses and other organisations to strengthen connections and networks, to prepare our city and be able to recover from most situations.

8. A thriving cultural and creative life

We are proud of our city. We are all able to participate in, contribute to and benefit from its cultural life.

9. A transformed and innovative economy

Our city maintains its position locally, nationally and globally as a destination for business, investment and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably.

10. Housing for all

This is a city where everyone has a home. Social, affordable and supported housing is available for those who need it. High-quality housing is available for everyone.

Transformative project ideas

Following extensive engagement with our communities, we have developed 10 transformative project ideas.

Developed with prominent architects, landscape architects and urban designers, the ideas demonstrate how future public space and infrastructure projects could achieve our vision for a green, global and connected Sydney by 2050. They propose long-term solutions and communicate creative responses to the opportunities and challenges facing our city.

Many are refreshed ideas from Sustainable Sydney 2030, while some are new. They respond directly to the aspirations of our communities: a city where Aboriginal and Torres Strait Islander people and their cultures are visible. These ideas will help us become a greener city that is regenerative and innovative with thriving arts and culture.

The ideas bring to life the 2030-2050 vision, drawing on the strategic directions and actions to reimagine a future city for all. The project ideas acknowledge that long-term infrastructure and development requires commitment from all levels of government, business communities and our wider residential communities.



1 Eora Journey – Yananurala



2 Three linked city squares



3 The green city – increasing city greening

These ideas illustrate how our vision for a future Sydney could be realised



4 City space improvement program



5 The water city – making more of our harbour



6 Connecting Green Square



7 Metro as catalyst



8 Building on housing for all



9 Making space for culture



10 Reimagining our community assets

PROJECT IDEA 1

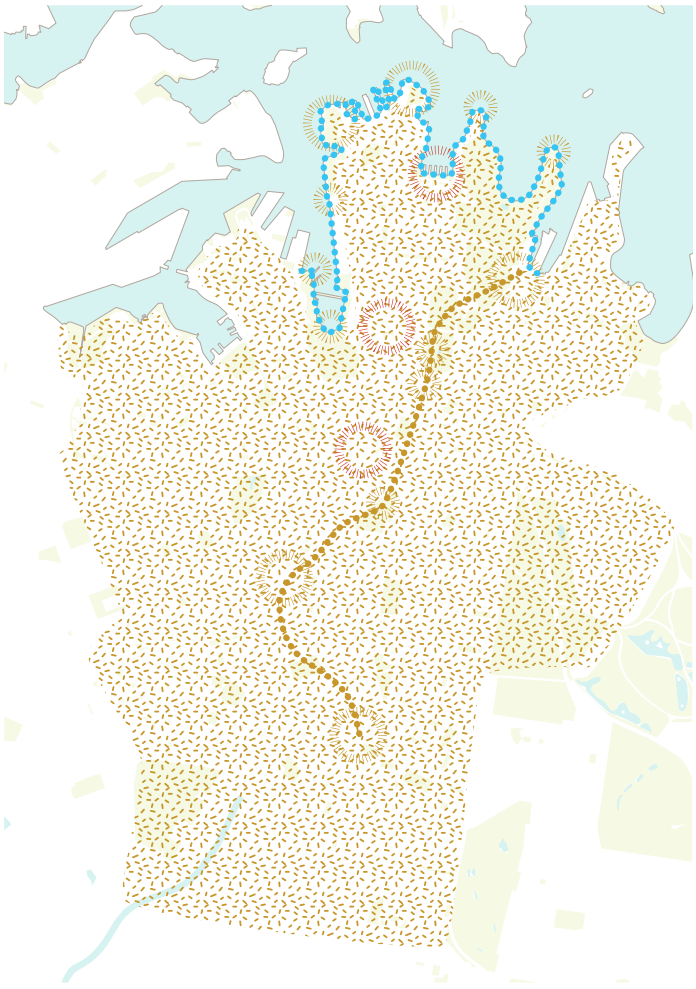
Eora Journey – Yananurala





1 Eora Journey – Yananurala

The harbour walk



Eora Journey
Figure: City of Sydney

In response to the Aboriginal and Torres Strait Islander communities request to recognise, empower and celebrate Aboriginal and Torres Strait Islander peoples and their cultures in the City of Sydney area, architect Dillon Kombumerri, a Yugembir Goori man, conceived the Eora Journey as a walk from the site of first contact on Sydney Harbour to the home of Aboriginal activism in Redfern.

One of the key project ideas in Sustainable Sydney 2030, the Eora Journey was the vision's major cultural project. The 4 components of the Eora Journey are:

1. a public art program entitled recognition in the public domain
2. a significant event
3. an economic development plan
4. a knowledge and cultural centre.

Over the past decade, the City of Sydney has produced public art projects and events that recognise and celebrate Aboriginal and Torres Strait Islander arts and culture. We purchased the former Redfern Post Office building for future use as a local knowledge and culture centre.

Collaborating with community, Aboriginal curators, artists and other Aboriginal knowledge holders, we will continue to develop new projects. The Eora Journey - recognition in the public domain program has seven public art projects of which Yananurala is one. These will recognise the living cultures of Aboriginal peoples and reflect the natural systems that have shaped and continue to shape Aboriginal cultural practices.

Image on previous page: *bara,* Judy Watson 2021
Monument for the Eora above Dubbagullee (Bennelong Point)

Yananurala

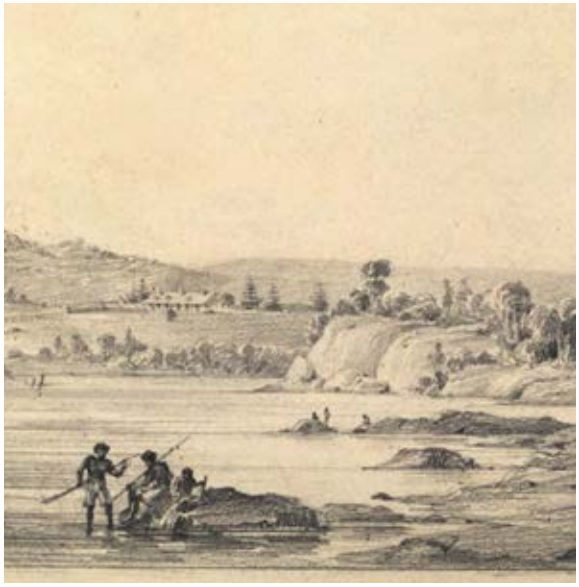
Yananurala (Walking on Country) will share and celebrate new and old stories of Aboriginal and Torres Strait Islander peoples along the Sydney harbour foreshore. Harbour walk curator, Emily McDaniel, is working with the Eora Journey curator, Hetti Perkins, to curate a series of interconnected stories from Pirrama (Australian National Maritime Museum) to Bayinguwa (Garden Island). These will form the basis for exhibitions, events, public art and interpretation.

Yananurala will assist local people and visitors understand the concept of Country in the way that Aboriginal people understood and experienced their land for millennia – by walking Country on the edge of our spectacular harbour.

We will also broadly implement the concept of designing with Country, including a specific focus on Aboriginal and Torres Strait Islander artists and cultural expression.



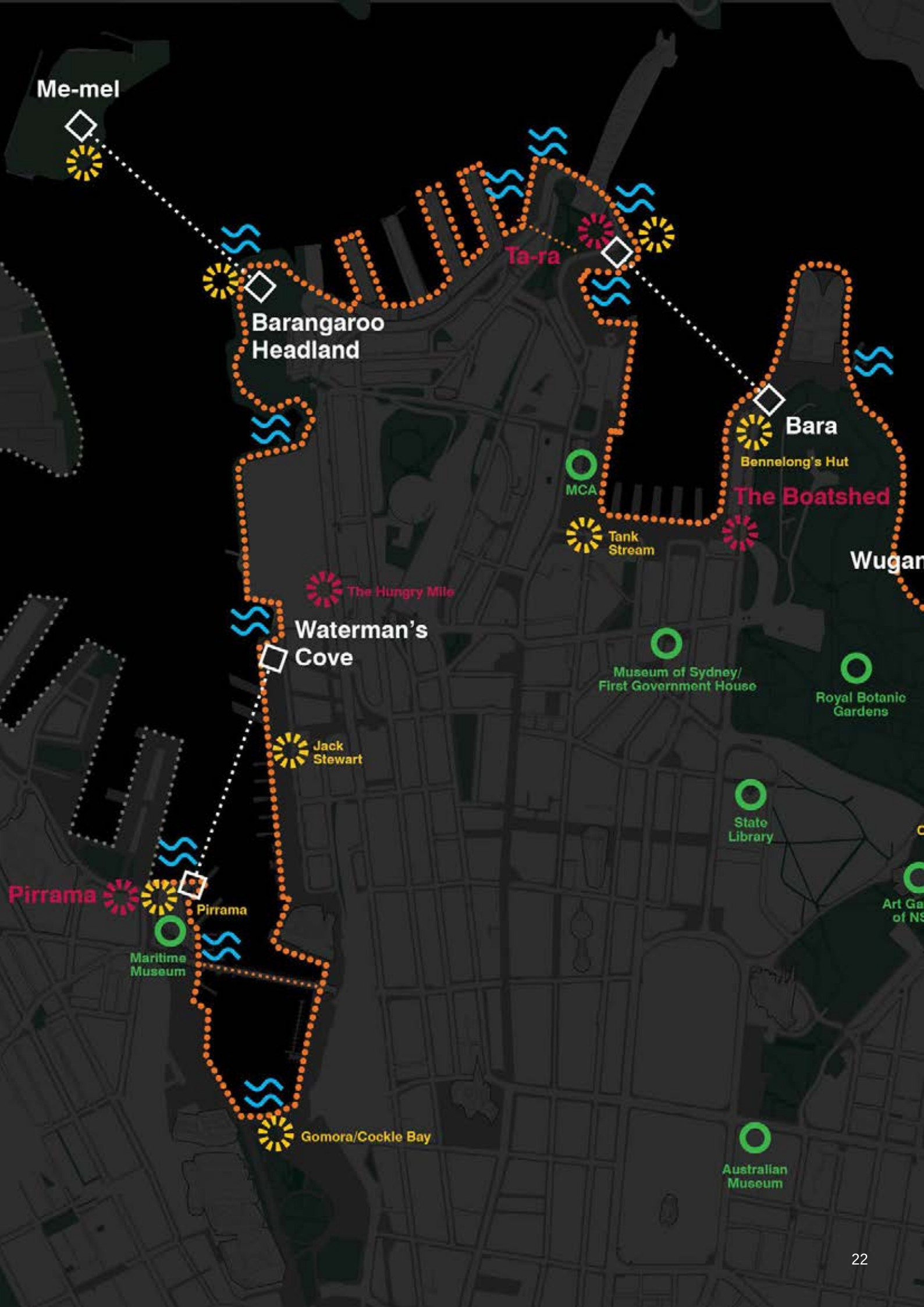
Nawi (Sydney tied-bark canoe) with fire at Nawi 2012
Photo: Andrew Frolows



***View of Government Domain Sydney*, Charles Rodius 1833**
Image: Mitchell Library, State Library of NSW



***Portraits of Biddy Salamander of Broken Bay Tribe, Bulkabra Chief of Botany, Gooseberry Queen of Bungaree*, Charles Rodius 1834**
Image: Mitchell Library, State Library of NSW


Me-mel
Ta-ra
Barangaroo
Headland
Bara
Bennelong's Hut
MCA
The Boatshed
Tank
Stream
Wugan
The Hungry Mile
Waterman's
Cove
Museum of Sydney/
First Government House
Royal Botanic
Gardens
Jack
Stewart
State
Library
Pirrama
Pirrama
Maritime
Museum
Gomora/Cockle Bay
Australian
Museum



Yananurala

Sitelines

Eight visual devices that frame and articulate 'siteline' relationships.

Conversations

Text and/or audio-based installations that respond to the intimate, hidden histories of the harbour at 12 locations.

Badu (water)

An environmental project in partnership with universities and marine institutes led by an artist team building on research to acknowledge Country as land, water and sky.

Sites

1. Pirrama
A major public artwork adjacent to the Australian National Maritime Museum recognising the connection between Aboriginal people and the harbour.

2. The Hungry Mile
A major public art project recognising Aboriginal people in Sydney's maritime history.

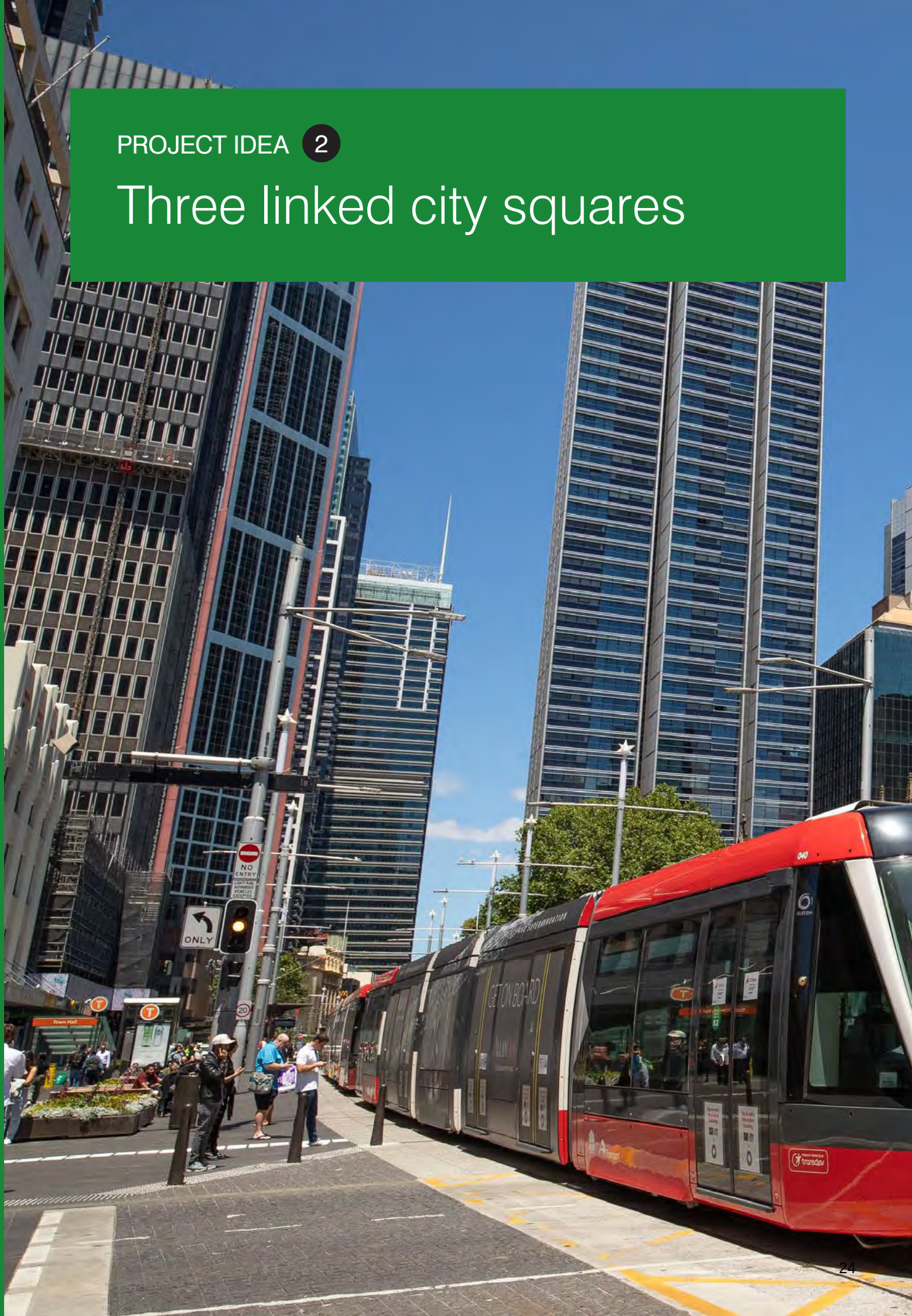
3. Ta-ra (Dawes Point)
A major public art project that highlights the site where Patyegarang gifted the Sydney language to William Dawes.

4. The Boatshed
A major public art project at Circular Quay exploring the connection between the boatshed and the La Perouse community.

5. Woolloomooloo
A collaborative community-based public art project recognising the history and enduring presence of Aboriginal people in Woolloomooloo.

PROJECT IDEA 2

Three linked city squares




L2 CENTRAL
CHALMERS ST
NSW
Transport

2 Three linked city squares



Three city squares linked by George Street
Figure: City of Sydney

Three city squares will be linked by the new pedestrian boulevard on George Street to provide more space for public life in the heart of our city.

The squares at Circular Quay, Town Hall and Central Station are part of a city that provides welcoming civic spaces. It will connect our harbour and cultural assets at Circular Quay to the historic Sydney Town Hall and the innovation and technology hub near Central Station.

This idea reinforces a key Sustainable Sydney 2030 project idea. With light rail now installed in the city centre we are realising our vision of George Street as Sydney's civic spine and have created more space for public life.

The private sector has embraced these changes, investing heavily in developments next to the civic spine. The City of Sydney is working to provide a further 9,000m^2 of public space on George Street between Bathurst Street and Rawson Place and surrounding streets.

"Cultures and climates differ all over the world, but people are the same. They will gather in public if you give them a good place to do it."

Jan Gehl
Leading architect and urban designer

Image on previous page: George Street, Sydney
Photo: Mark Metcalfe/ City of Sydney



George Street improvements to date

Light rail has provided the catalyst for public space improvements along George Street. between Hunter Street and Bathurst Street. Improvements so far include:

- 7,190m^2 of new space for people walking
- 59 trees
- 130 bench seats
- more water bubblers
- lower ambient noise levels
- better air quality

George Street – space for people and public transport
Photo: Mark Metcalfe / City of Sydney

2 Three linked city squares
Circular Quay – the Water Square

Circular Quay: The Water Square makes the most of our spectacular harbour setting. Unifying the patches of public space dotted around the foreshore, it reconnects our city centre to the harbour, prioritising access to our waterfront.

We can create this new square on the water's edge at the foot of Customs House by removing the Cahill Expressway, relocating the City Circle rail infrastructure to under Bridge Street and relocating a ferry wharf.

The Water Square reconnects public space to our maritime landscape, people to Country and Sydney to the world. If realised this new waterside square, suitable for local, national and international celebrations, will boost Sydney's reputation as a key global destination.

VISION



NOW





Circular Quay: The Water Square
Concept by Bates Smart

2 Three linked city squares

Town Hall Square: Sydney's civic heart

Town Hall Square reimagines Sydney's civic heart with a new square at its core. Located midway along George Street, the site is flanked by modern and Victorian-era sandstone architecture and offers people multiple public transport choices. The square links civic and cultural places at Hyde Park, Sydney Square and along George Street.

Over the past few decades, the City of Sydney has acquired properties to help realise this vision. We bought 307 Pitt Street in 2004, followed by the Pittsway Arcade building in 2016. These add to the properties we already own, such as the Woolworths building, Hotel Coronation and the Lowes building.

Trees planted along Park Street shade the northern edge to the square, while a contemporary, veranda building offers places for events and activities to the south. A public market hall under the square gives people easy links to trains, buses and trams that converge around the square's edges. Town Hall Square will act as Sydney's new living room and a place of gathering for all ages.

VISION





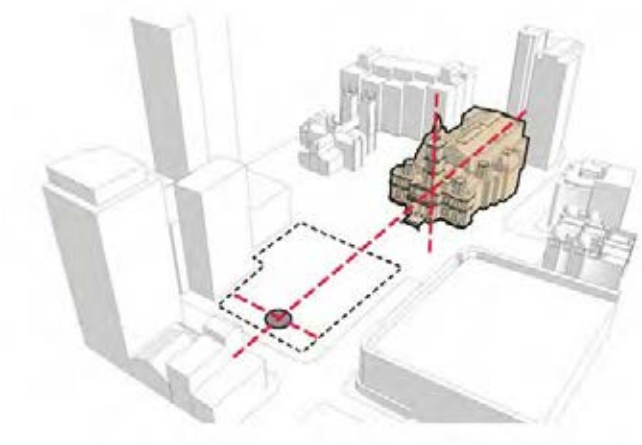
Town Hall Square: Sydney's civic heart
Concept by Bates Smart, Matthew Pullinger & Paddock Landscape Architects



Town Hall Square: Sydney's civic heart
Concept by Bates Smart, Matthew Pullinger & Paddock Landscape Architects

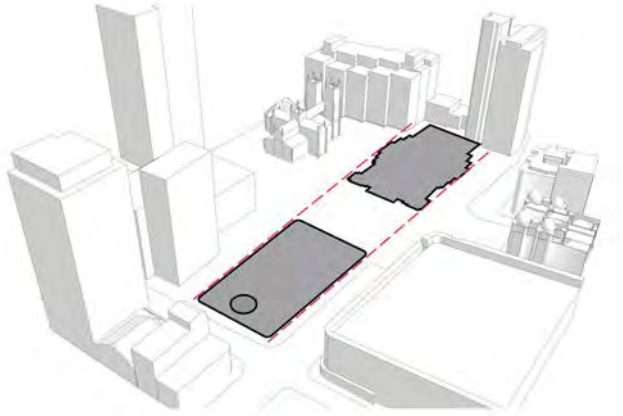
Town Hall Square

Six moves to create a civic square at the heart of Central Sydney



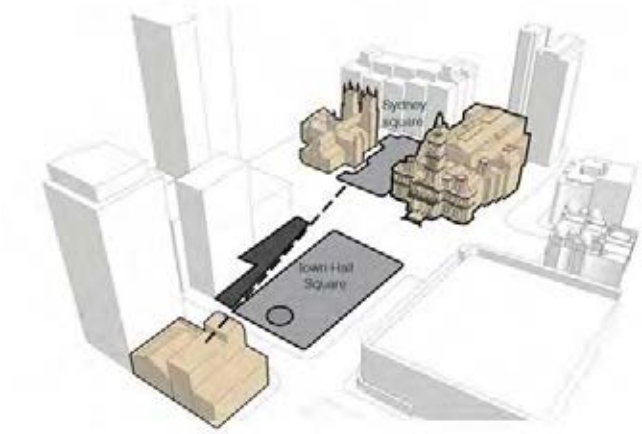
Symmetry

Axial alignment with Sydney Town Hall locates the new metro entry and a performance space near the Pitt Street edge.



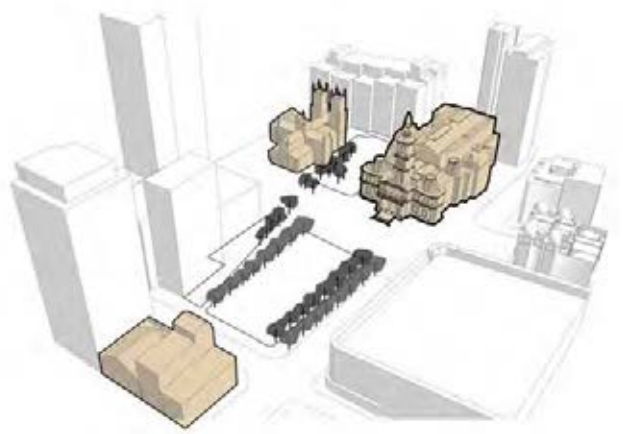
Scale

The scale of Town Hall Square relates directly to the scale of Sydney Town Hall.



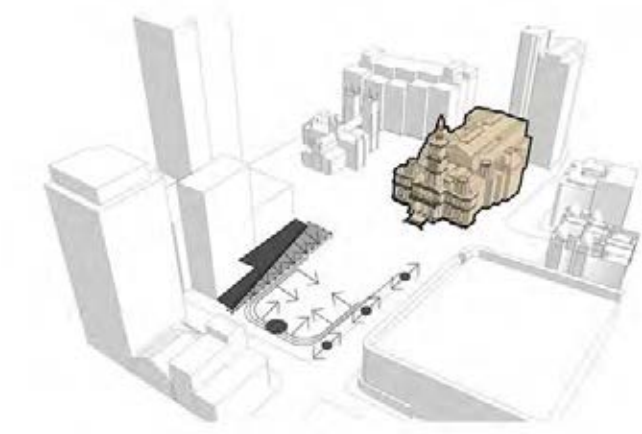
Building alignment

Alignment of a new building on the square's southern edge with St Andrews Cathedral opens Town Hall Square up to Sydney Square.



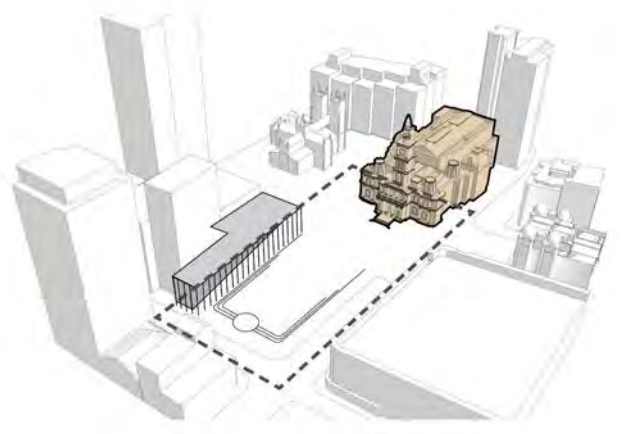
Street tree alignment

New vegetation connects Town Hall Square to Sydney Square, shading and softening its edges.



Activation

Kiosks, steps and a new verandah building creates active edges and outlook over the new square.



Framing

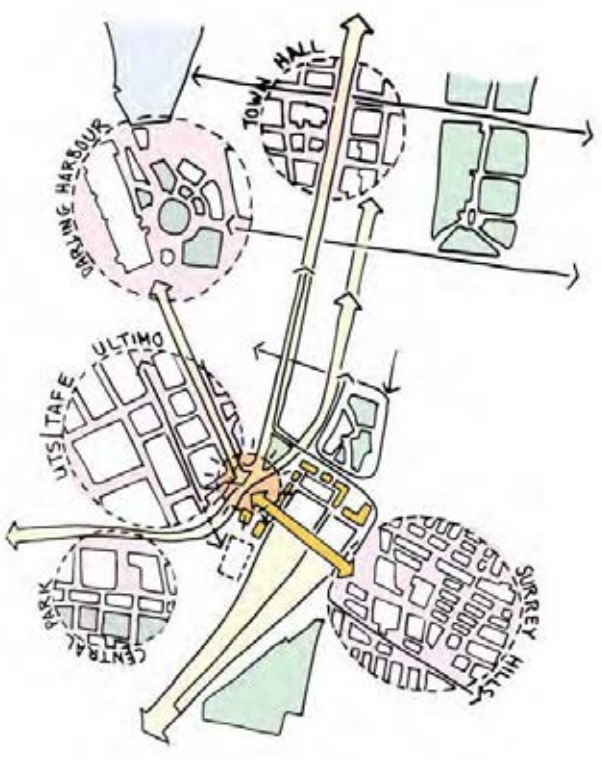
A new colonnade frames the square, referencing the scale of heritage architecture around the Town Hall precinct.

2 Three linked city squares
Central Square: Sydney's arrival square

Central Square will be at the epicentre of an expanded Central Station in 2050 and part of the Tech Central innovation precinct. Greater use of public transport and excluding private vehicles from much of the road means we can free up and explore other uses for this space.

Central Square is situated at the southern end of the George Street spine, close to a renewed Central Station. This active, public transport nexus connects to the innovation, technology and education precincts, including campuses of the University of Technology Sydney and the University of Sydney.

With the scale of development planned at the southern end of the city, the square will provide a more natural environment for people to relax. Greening the area will help our city remain liveable and resilient. We will continue to work with the NSW Government to shape this key civic space.



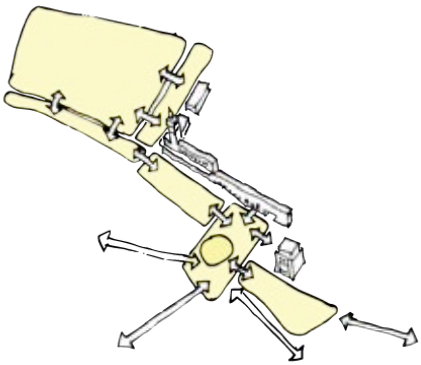
Central Square and its city centre context
Concept by HASSELL



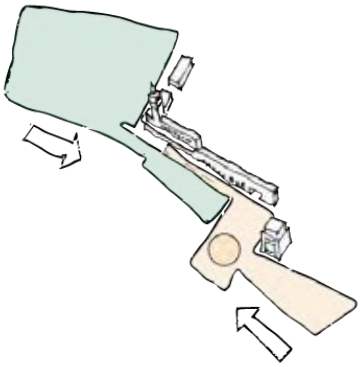
Central Square: Sydney's arrival square. View from Central Walk.
Concept by City of Sydney and Spackman Mossop Michaels



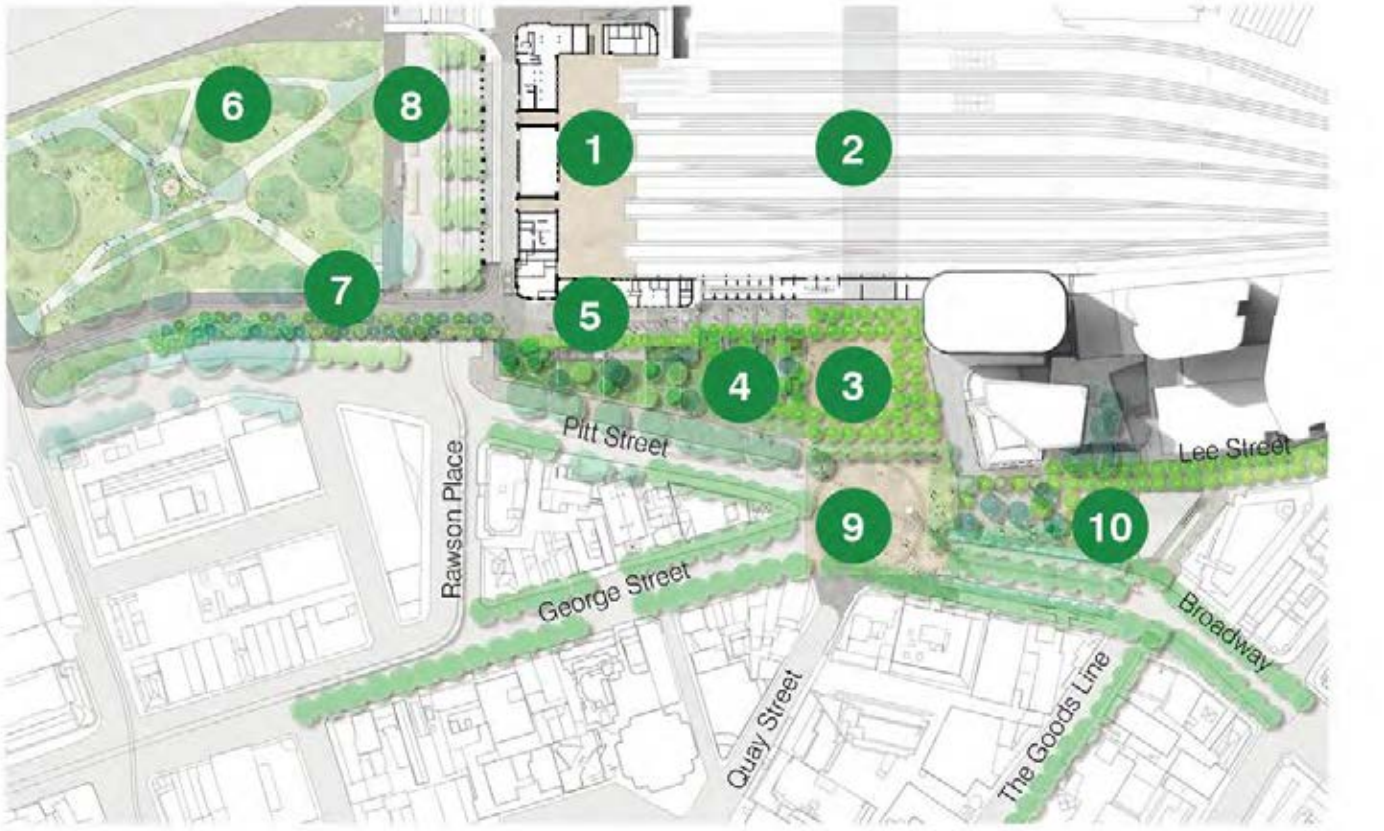
Unite the precinct with continuous tree canopies to create a green identity and improve amenity.



Strengthen connections between urban spaces, streets and Belmore Park.



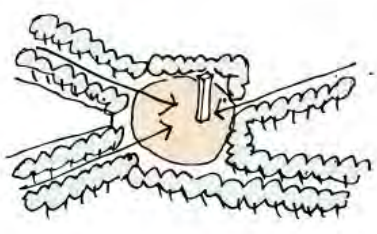
Reinforce the precinct's dual character: verdant and urban.



Central Square and station public realm
Concept by HASSELL

Legend

1. Central Station
2. Central Walk
3. Central Square
4. Terrace
5. Upper Forecourt
6. Belmore Park
7. Belmore Park viaduct/ ramp
8. Eddy Avenue
9. The intersection
10. Railway Square



Define and celebrate the intersection with a marker.



Respect and amplify the heritage fabric.





Aerial view of the vision for Central Square and the upper terrace
Concept by HASSELL

NOW



VISION



Central Square with a verdant ramp transition to the upper forecourt
Concept by HASSELL



PROJECT IDEA 3

The green city – increasing city greening



3 The green city

The green city set of initiatives aims to make our city more resilient in the face of the global climate emergency and future liveability challenges.

We estimate there will be 115,000 more residents, 56,000 new dwellings and 200,000 more jobs by 2036. So existing open space and transport connections will be put under considerable stress unless we upgrade and add to existing assets.

We have:

- increased tree canopy cover in our area to 19.2% since 2008
- planted more than 15,000 trees since 2005
- landscaped more than 11.6ha
- increased bush restoration sites by 300% from a baseline of 4.3ha
- added 24ha of new open space over the past decade
- installed 249 raingardens since 2004.

Three ideas for continuing to make Sydney greener are more green avenues, the laneway commons and expanding Sydney's lungs at Moore Park. They illustrate what our city streets and open spaces could look like in the future, enabled by the NSW Government's significant investment and plans for new public transport.

"Whether it is for managing heat or mental health issues, happiness, physical activity or reduced incidences of disease and illness, an increase in our canopy cover, green space and nature provides multiple benefits to the community."

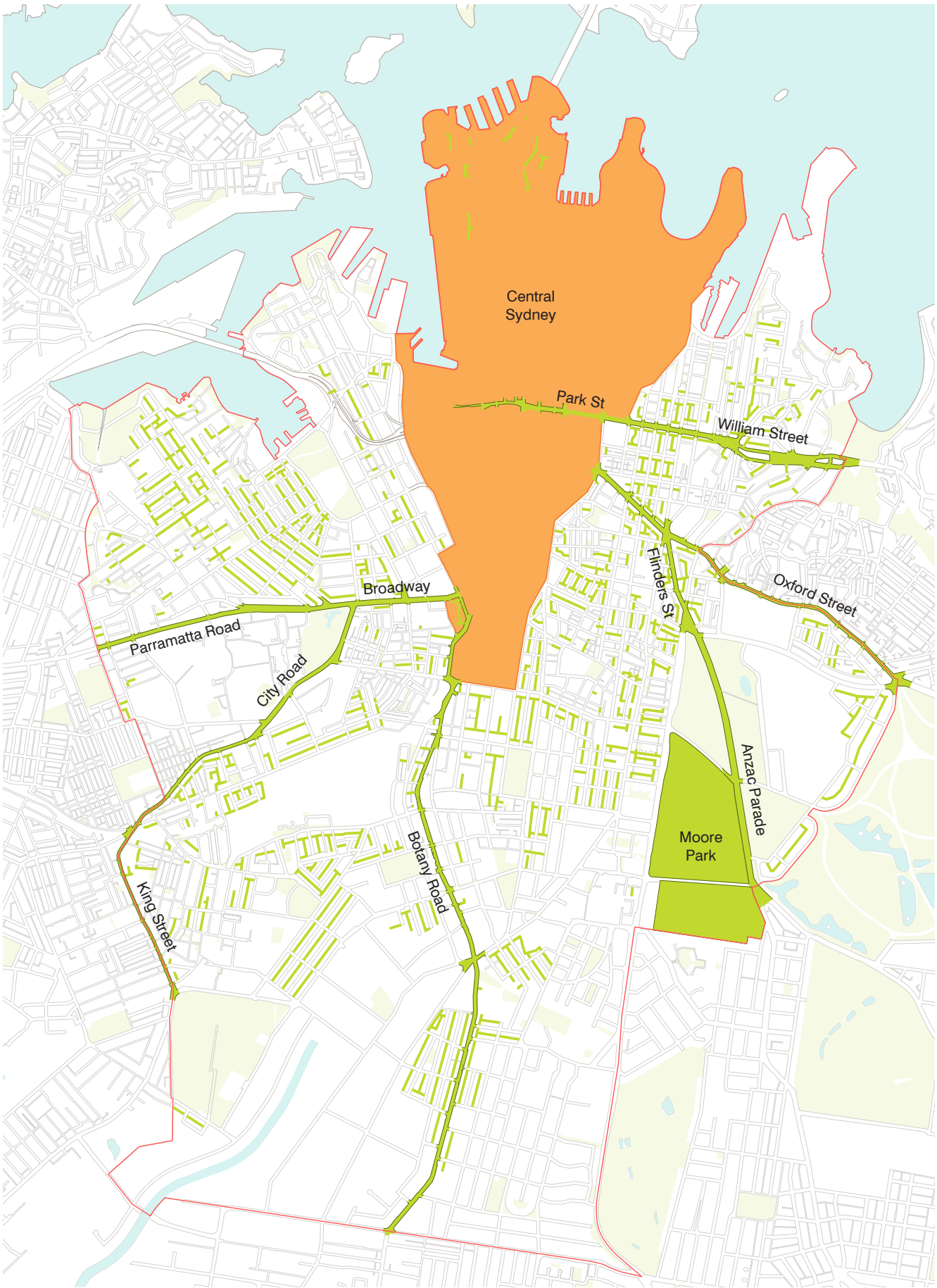
City of Sydney's Greening Strategy (2021)



Bourke Street
Photo: Simon Wood / City of Sydney

Part of a seven-kilometre route between Mascot and Sydney Harbour, the 3.2 kilometre Bourke Street upgrade by the City of Sydney included upgraded footpaths and services, added new street lighting, street furniture, raingardens and more trees.

Image on previous page:
Green avenues: Park Street (looking west)
Concept by Bates Smart and Matthew Pullinger



Green avenues, the laneway commons and expanding Sydney's lungs: Sydney's second common (Moore Park)
Figure: City of Sydney

3 The green city
Green avenues: Broadway

We envisage transforming and revitalising Broadway, our city's western gateway, as a green link with more space for people to walk and ride bikes. This will support the area's evolution into Sydney's innovation and education precinct.

The road space could be reduced to 2 lanes in each direction, allowing extra room for trees and people. It also provides more space for efficient and reliable public transport, linking activities on Broadway and Parramatta Road.

Planting more trees, plants and grasses will mitigate the urban heat island effect and create a green link between Victoria Park and Belmore Park. Through water-sensitive urban design, water harvesting and installing water recycling infrastructure, we can help mitigate flood impacts and also provide a sustainable water source during dry periods.

VISION



NOW





Green avenues: Broadway (looking northeast)
Concept by Spackman Mossop Michaels

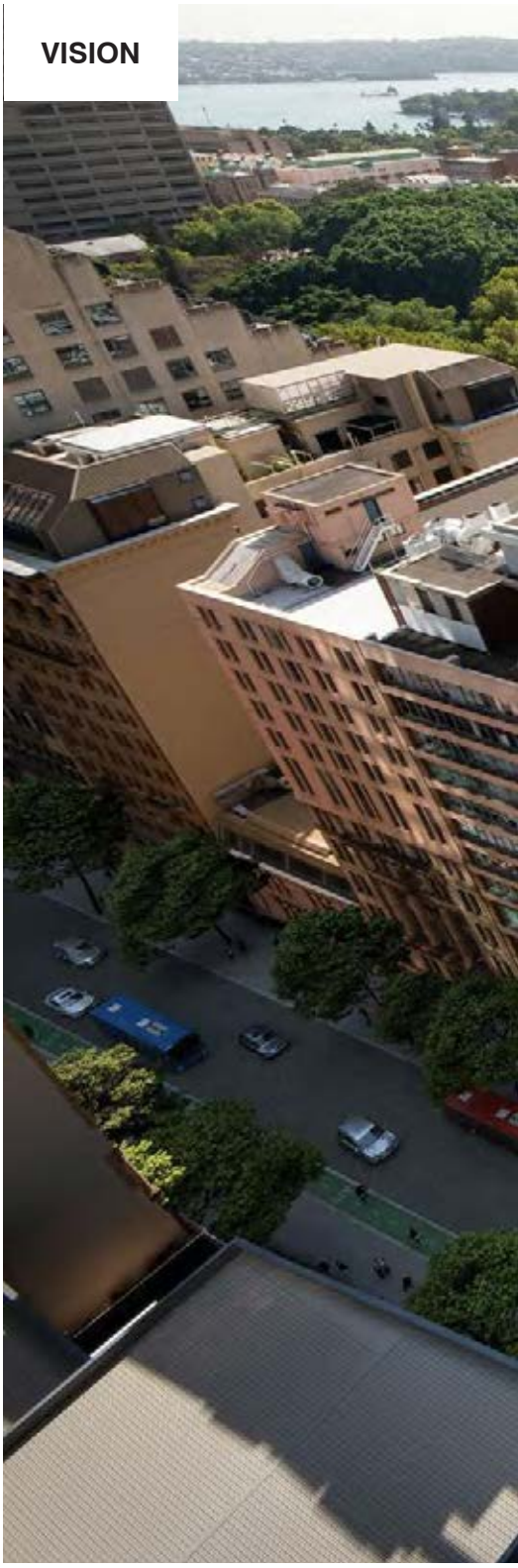
3 The green city
Green avenues: Park Street

The green avenues project idea unites the northern and southern halves of Hyde Park, connecting and improving this central open space for residents, workers and visitors. This project envisages Park Street's east–west axis as a traffic-calmed avenue, freeing up road space for tree planting and people.

With traffic encouraged to use the Cross City Tunnel, access on surface roads will be limited to local traffic, service vehicles, public transport and cyclists.

A calmer, slower Park Street will complement a future Town Hall Square. It also provides more space for people using the Pitt Street metro station that is planned for completion in 2024.

VISION



NOW





Green avenues: Park Street (looking east)
Concept by Bates Smart & Matthew Pullinger

3 The green city
Oxford and Flinders streets

The green avenues project reclaims space in Oxford and Flinders streets for trees, people and businesses. The project aims to calm road traffic and create more space for entertainment, dining and other activities. Transferring some bus services to rail and light rail will make cycling safer and will allow the reorganisation of bus activity on Oxford and Flinders streets.

Traffic on Oxford and Flinders streets could be reduced to single traffic lanes in each direction with adjacent kerbside lanes used for timed parking, loading, bus stops and turning.

A 2-way bike lane will connect the city centre and Hyde Park to Centennial Park and the eastern suburbs. Footpaths can be widened by up to 6m in some places, creating more space for trees, people and public life.

NOW



SHORT TERM VISION



VISION





Green avenues: Oxford Street
Concept by JMD Design

3 The green city
Botany Road

This project turns Botany Road, the city's link to Sydney's international airport into a grand green boulevard. The southern end of Botany Road between Green Square and Gardeners Road will be transformed into a greener, more liveable and attractive main road that better serves the local community. It will provide the city with 5,000m^2 of extra space for people and trees.

The idea reconfigures existing underground utilities to allow for stormwater harvesting, storage and recycling infrastructure. This water source could help sustain and irrigate new shade trees and gardens. This concept encourages more active ground floor use by people in adjacent buildings and creates a better environment for residents and workers.

VISION



NOW





Green avenues: Botany Road (looking north)
Concept by Studio Zanardo, Gallagher Studio & MAKO Architecture

3 The green city
The laneway commons

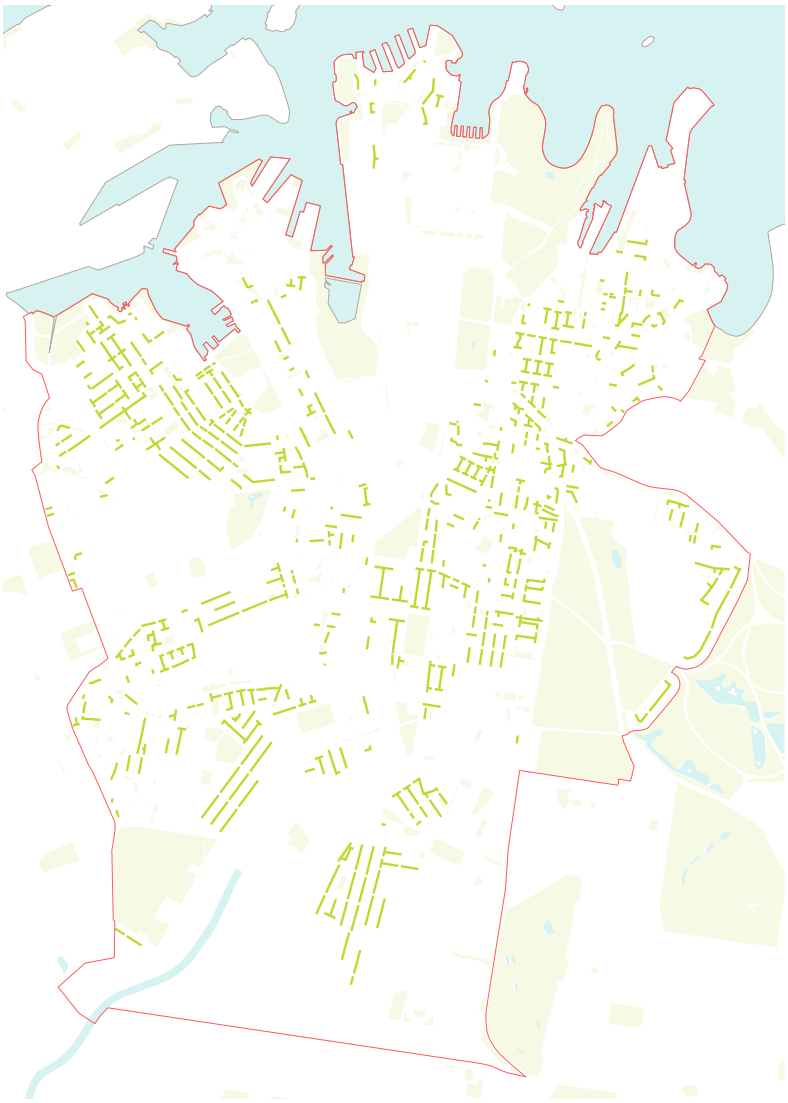
The laneway commons reimagines our neighbourhood service lanes as soft, permeable, green commons that better serve community needs. The initiative transforms land that is now used for private vehicle access and waste collection.

The transformed neighbourhood lanes could support our target to increase canopy cover by adding thousands of trees and up to 383,000m^2 (38.3ha) of green neighbourhood space for recreation and local food production.

This idea can only be realised if it is co-created with residents living adjacent to the lanes.

"We want a city designed for people and not vehicles… where there is space to walk, bike, stroll, jog, chat, rest and enjoy life."

Sydney 2050 Citizens Jury Concept Report



Sydney's lanes
The laneway commons project focuses on lanes across Sydney with widths of 6m (plus or minus 1m).



Possible green link with a centralised waste collection
Concept by Studio Zanardo, Gallagher Studio & MAKO Architecture

BEFORE



NOW



Portman Lane, Green Square
Photos: Katherine Griffiths / City of Sydney



Footpath garden at McElhone Place, Surry Hills
Photo: Jamie Williams / City of Sydney

3 The green city
Expanding Sydney's lungs at Moore Park

Unlocking existing crown land at Moore Park for wider public use, will facilitate the expansion of Sydney's lungs. We propose to retain Moore Park Golf Club, driving range and maintenance depot, but convert the 18-hole course into a 9-hole course. This could create up to 20ha of extra parkland for our residents. We envisage a 4km cycling and walking track around the edge of Moore Park and the golf course.

The land was originally part of Sydney's second common. The Moore Park Golf Course adjoins the Green Square area. By 2040 there will be up to 90,000 residents within 2km of Moore Park. Large open green space is not only important for the environment, but also a much needed asset for the health of these communities, giving people room to exercise, relax and connect with nature.

VISION



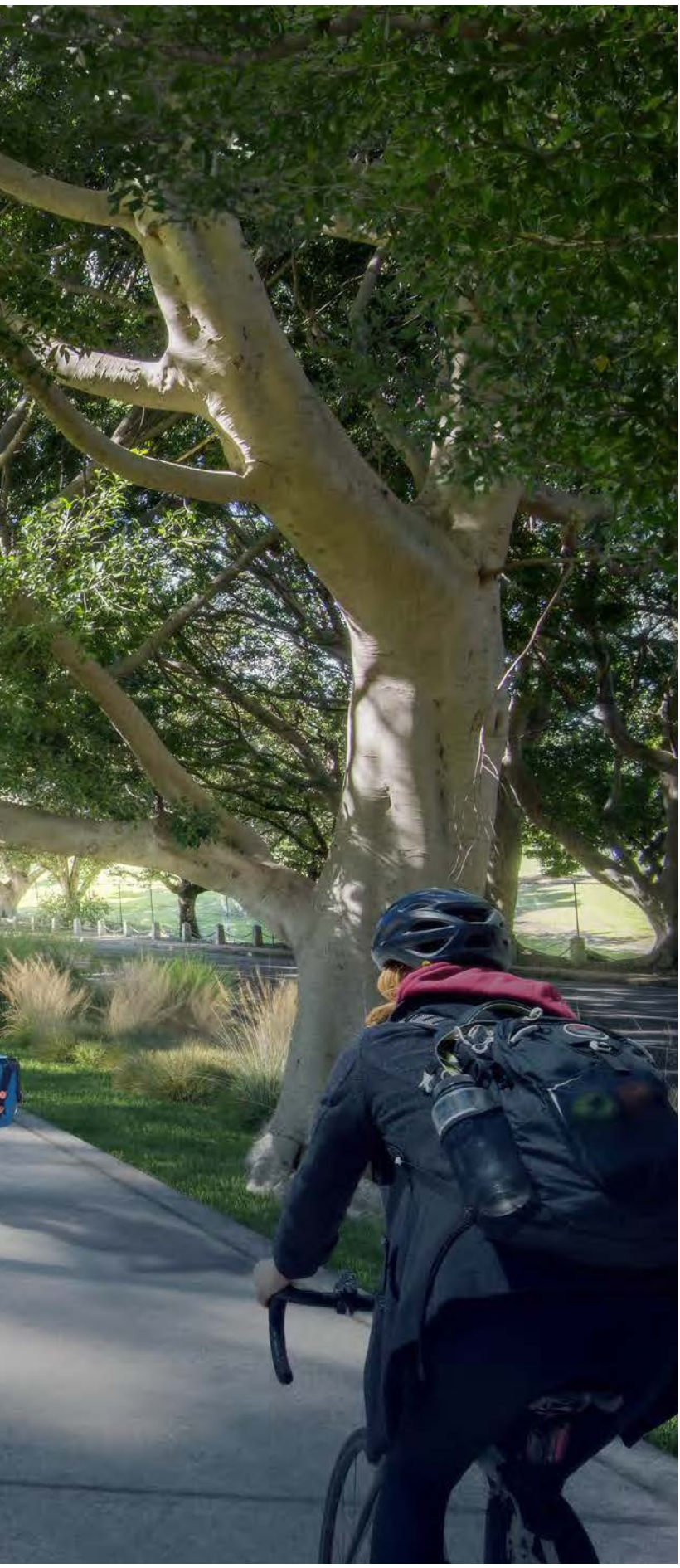
NOW





Expanding Sydney's lungs – new parkland for everyone
Concept by City of Sydney





NOW



Expanding Sydney's lungs - creating a new accessible edge along Dacey Avenue
Concept by City of Sydney

PROJECT IDEA 4

City space improvement program





4 City space improvement program
The Lunch Club

The Lunch Club is a temporary initiative to transform road space into places for people to dine and enjoy our city centre. Using light-touch, low-cost and reversible additions, Lunch Club seeks to create more space for our growing population of residents, workers and visitors.

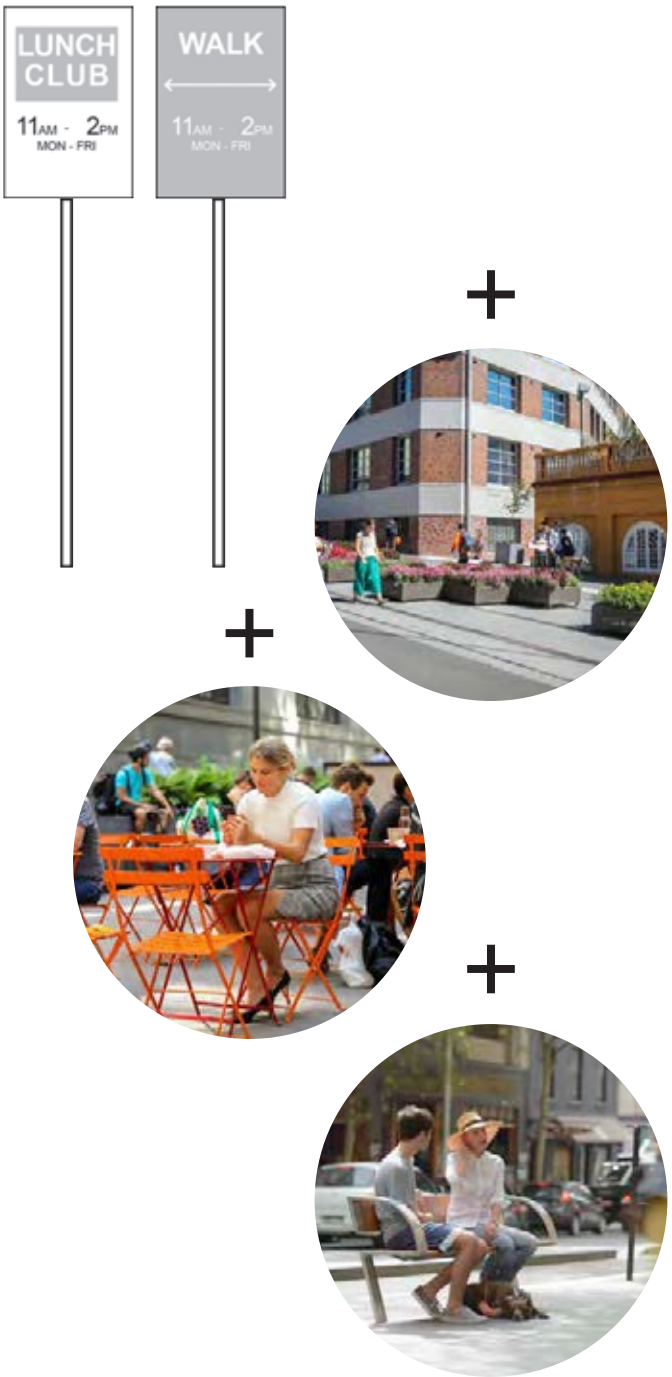
We could time closure of roads so the space could be used for pop-up festivals and lunchtime performances, while parking or loading zones could temporarily be used for alfresco dining. Interventions could be as simple as installing more street furniture or planters to soften and green city streets.

The Lunch Club is our opportunity to partner with the NSW Government and businesses to test the logistics of creating more space for public life in the city centre.

Organising Lunch Club events will be easier because of a fast-track application process for outdoor dining that we launched during the Covid-19 pandemic along with the NSW Government. Our next step will be an ongoing program to create more space for people and public life in the city.



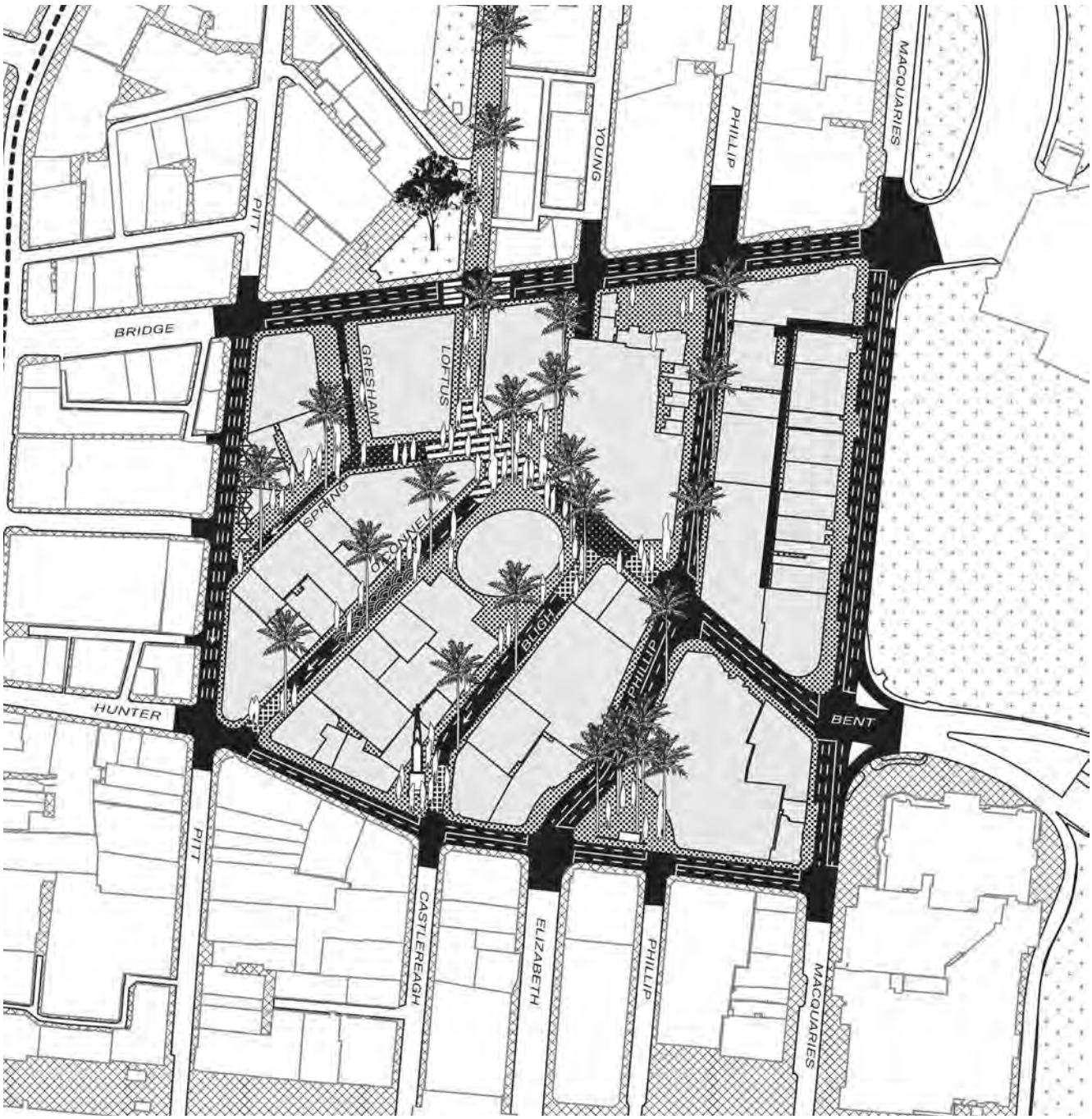
City centre street network
Figure: City of Sydney

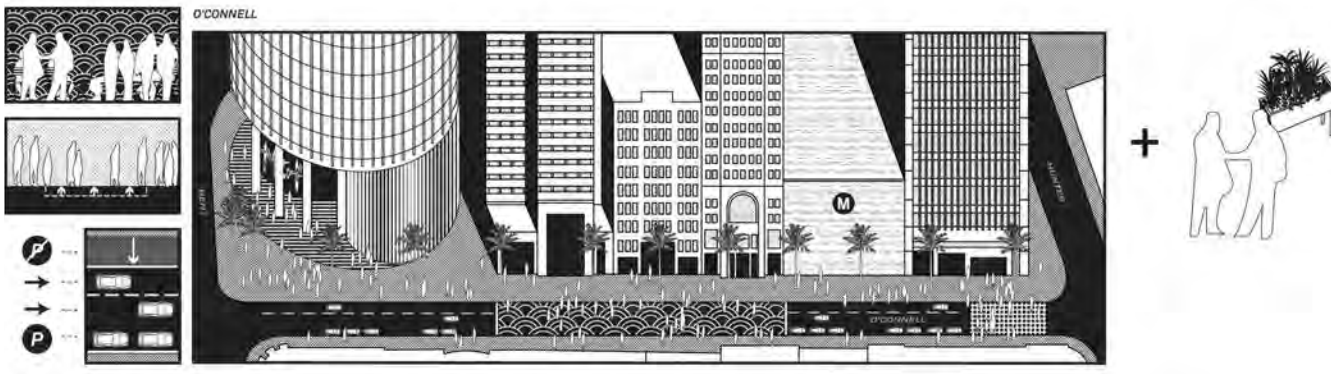


The Lunch Club methodology
Concept by HASSELL

Lunch Club reimagines our city centre road space with temporary lunchtime closures with simple elements (fixed and fleeting) - the first step towards more permanent change.

Image on previous page:
Loftus Street public domain upgrade (looking south)
Concept by HASSELL





Lunch Club: Sydney's old street grid
Concept by HASSELL

The Lunch Club trials time-based street changes in Sydney's old street grid during peak lunchtime periods to create more space for people and help catalyse change.

4 City space improvement program
Roads to spaces

This program could convert more roads into spaces for people to walk, linger and enjoy. Since 2007 we have worked alongside our NSW Government colleagues, studying every street in the city centre to find ways to create more space to meet the needs of the growing number of people visiting and working in the city. Their needs must be balanced with complex access and servicing requirements for residents, workers, visitors and businesses.

VISION



NOW





Loftus Street public domain upgrade (looking north)
Concept by HASSELL

NOW



VISION



Pitt Street public domain upgrade (looking south from Park Street intersection)
Concept by HASSELL





Pitt Street public domain upgrade (looking south from Market Street intersection)
Concept by HASSELL

PROJECT IDEA 5

The water city – making more of our harbour





5 The water city
Improving water quality

The water city integrates water and urban planning for a holistic urban water-sensitive management approach. This will help meet our water needs and support a resilient, healthy, sustainable and liveable city.

Our growing population and more frequent, extreme weather events linked to climate change will place increasing pressure on our water resources and infrastructure. Water scarcity and pollution will become ever more pressing issues.

We already use a water-sensitive management and urban design approach. Key initiatives include water efficiency and water recycling. Benefits of a water-sensitive city include:

- healthy waterways
- efficient water use through recycling and water saving initiatives
- safe and clean water quality
- lower flood risk
- improved urban biodiversity
- a green and cool city.

To improve water quality in Sydney Harbour, state and local governments need to continue using key water-sensitive urban design initiatives with smart technology and real-time monitoring of water quality. For 21st century water management it will also be essential for us to draw on the knowledge and values of local Aboriginal and Torres Strait Islander peoples.

Water sensitive management approaches

Approach	Initiatives
Water sensitive urban design	• Slow down and clean stormwater to enhance waterway health. • Reduce stormwater to enhance waterway health. • Increase permeable surfaces to allow water to be absorbed into the ground and reduce flooding. • Celebrate water and green spaces in urban design.
Water efficiency	• Use as little water as possible in our properties, parks and aquatic centres to deliver community services. • Meter and monitor our water systems to make informed management decisions.
Water recycling	• Maximise water use from alternative sources (rainwater, groundwater, stormwater and recycled water) to conserve potable (drinking) water. • Key focus areas for water recycling include park and open space irrigation, cooling towers and toilets.

Image on previous page: Sydney Harbour
Photo: Ethan Rohloff / City of Sydney

5 The water city
Swimming in the harbour

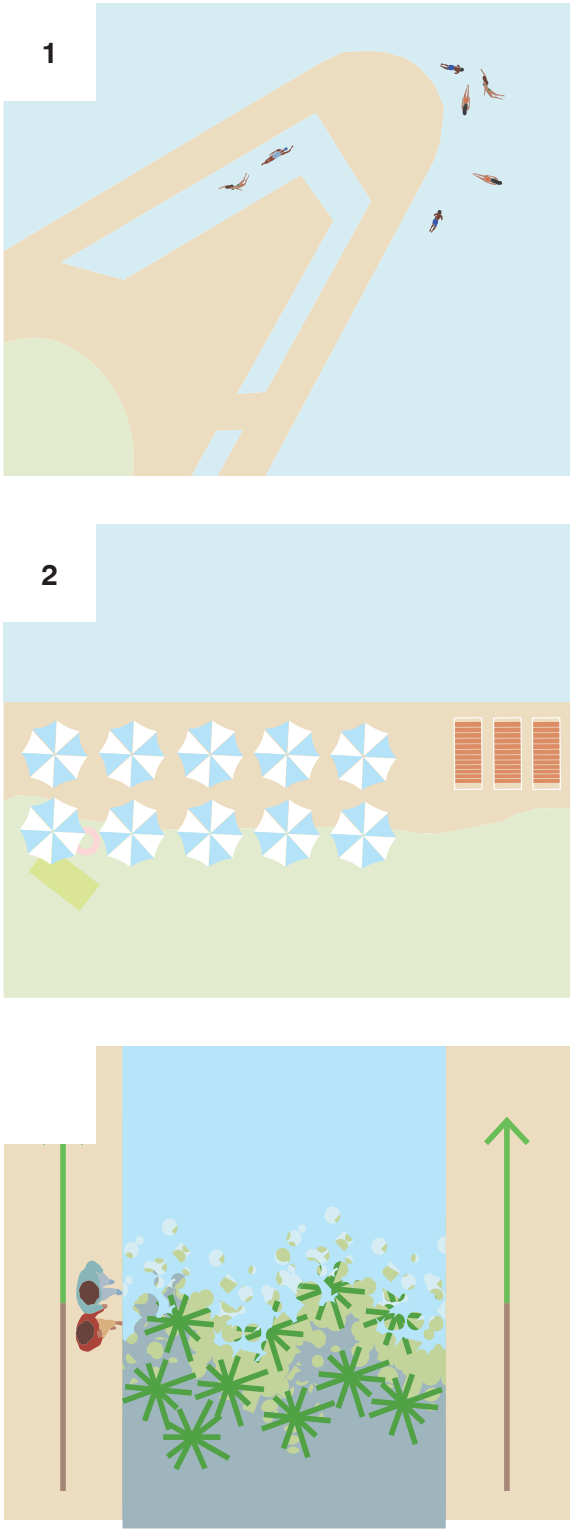
Swimming in the harbour is an ambitious idea that symbolises a water-sensitive city. Rehabilitation, protection and good management of Sydney Harbour in the future will create more opportunities for recreation and attract more investment – supporting the environment, the wellbeing of our communities and the economy.

Features like floating pools, boardwalks, constructed and natural edges will unlock the harbour foreshore for these purposes.

To make the harbour safe for swimming, we need to improve water quality. Part of this involves restoring the broader network of waterways, tributaries and catchments. We will address complex water quality and sediment issues in partnership with the NSW Government, other local councils, Sydney Water, the Sydney Harbour coastal management program and other agencies.

The water city vision suggests 3 ways we can unlock this significant natural and recreational asset if water quality is improved.

1. Minimal intervention, using and extending existing foreshore infrastructure. For example at Pirrama Park, 3 sides of a boardwalk have already been built. Adding a fourth side would allow the enclosed central area to be used as a swimming pool, once sea water quality has improved.
2. Co-located programs that would enliven the foreshore with markets, festivals, stage productions, outdoor cinema and other events.
3. Create swimming facilities that provide biofiltration, remedial ecologies and showcase state-of-the-art filtration.



Three intervention strategies to unlock Sydney Harbour as a recreational asset for all
Concept by Andrew Burges Architects





NOW



New floating pool facility with filtered harbour water on Rozelle Bay
Concept by Andrew Burges Architects

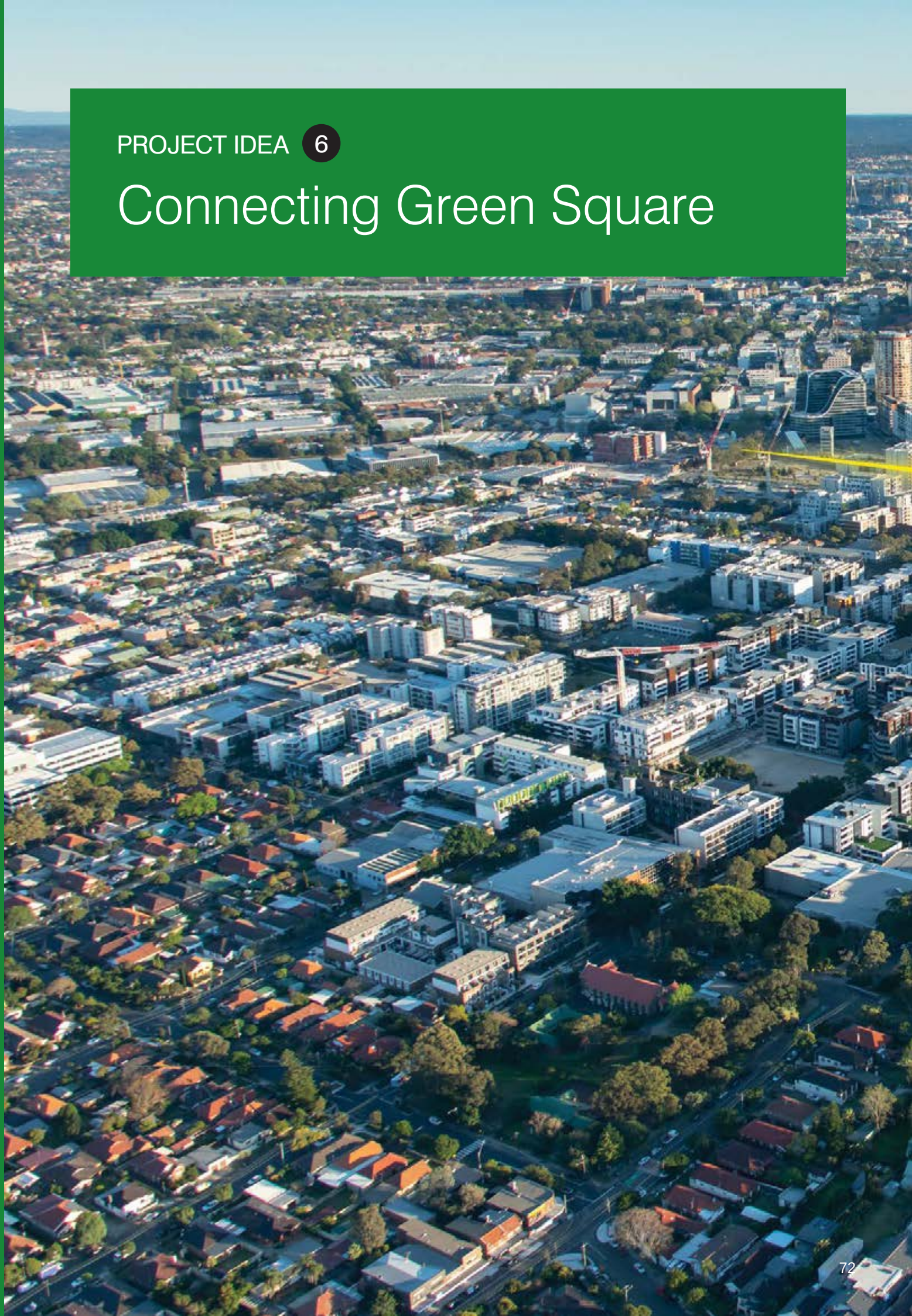
Pirrama Park minimal intervention vision
Concept by Andrew Burges Architects

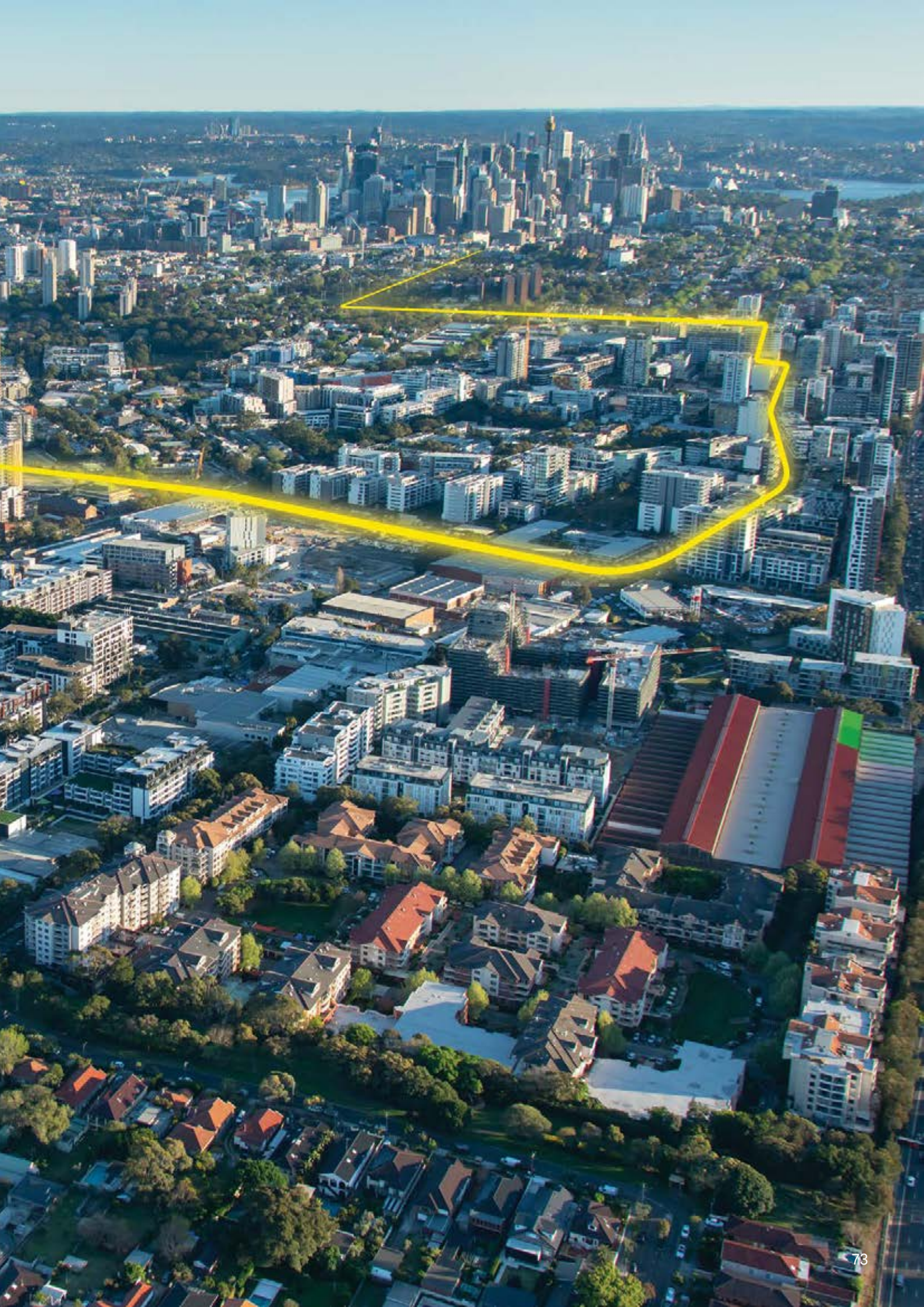




PROJECT IDEA 6

Connecting Green Square





6 Connecting Green Square
The eastern transit corridor

Green Square is one of Australia's largest urban renewal areas and priority location for jobs and services. By 2030 it will be home to approximately 61,000 people and host 22,000 workers.

Located between 2 of Australia's major universities, Green Square is close to emerging innovation and health precincts at Camperdown and Randwick, and only a few kilometres from the city centre and Sydney Airport.

Current public transport connections to these locations can be unreliable and slow. Green Square's single rail station is serviced by a suburban train line that also connects to Australia's busiest airport. At peak hours, the trains can be highly congested.

The eastern transit corridor is a surface transport corridor linking Green Square town centre and its rail station to a future metro station in Zetland and then toward the city centre. This corridor could support light rail or emerging trackless tram technologies, with zero emissions bus services as an interim measure.

The corridor together with a metro station at Zetland and improved bus links, cycleways and walking connections, would ensure that Green Square is appropriately serviced by public transport.

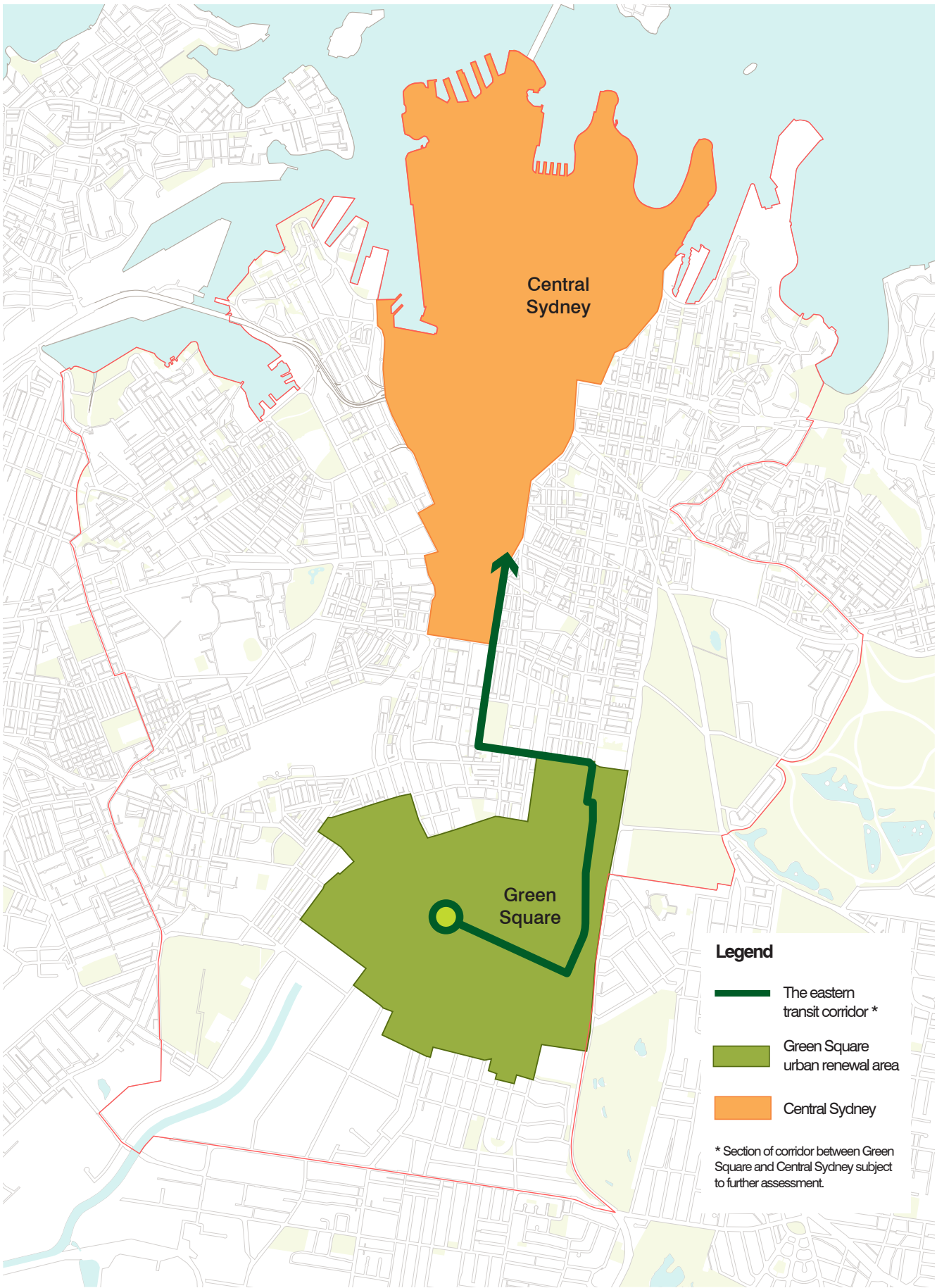


Trackless trams – a possible alternative transport mode for a greener Sydney
Photo: Graham McCabe



Zero emission buses - an interim solution for a greener Sydney
Photo: Transport for NSW

Image on previous page: Connecting Green Square
Image: Ethan Rohloff (base image) / City of Sydney



The eastern transit corridor – connecting Green Square and surrounding neighbourhoods to Central Sydney
Figure: City of Sydney

PROJECT IDEA 7

Metro as catalyst




PYRMONT
NSW
GOVERNMENT
Transport

7 Metro as catalyst
The Metro West extension

The NSW Government is building a metro between Sydney's city centre and Parramatta through the Bays Precinct and Pyrmont. Connections to Zetland in Green Square and Randwick are planned for 2041. Given the current transport capacity constraints and planned growth across our area, the City of Sydney wants the NSW Government to bring this extension forward to 2031.

The metro extension is the best way to link Sydney's current and future innovation, knowledge and employment centres at Pyrmont, Central and Randwick, to each other, the city centre, Zetland (Green Square) and to other centres across metropolitan Sydney.

More stations on the Sydney Metro West extension could serve emerging parts of the city and connect to existing rail lines. Together with the connecting Green Square project idea, the extension would provide Sydney with a more comprehensive, reliable and better-connected public transport network.

Well-located metro stations allow people to interchange with buses for better overall trip experiences. Fewer cars and buses will improve safety and create more space on streets for people.

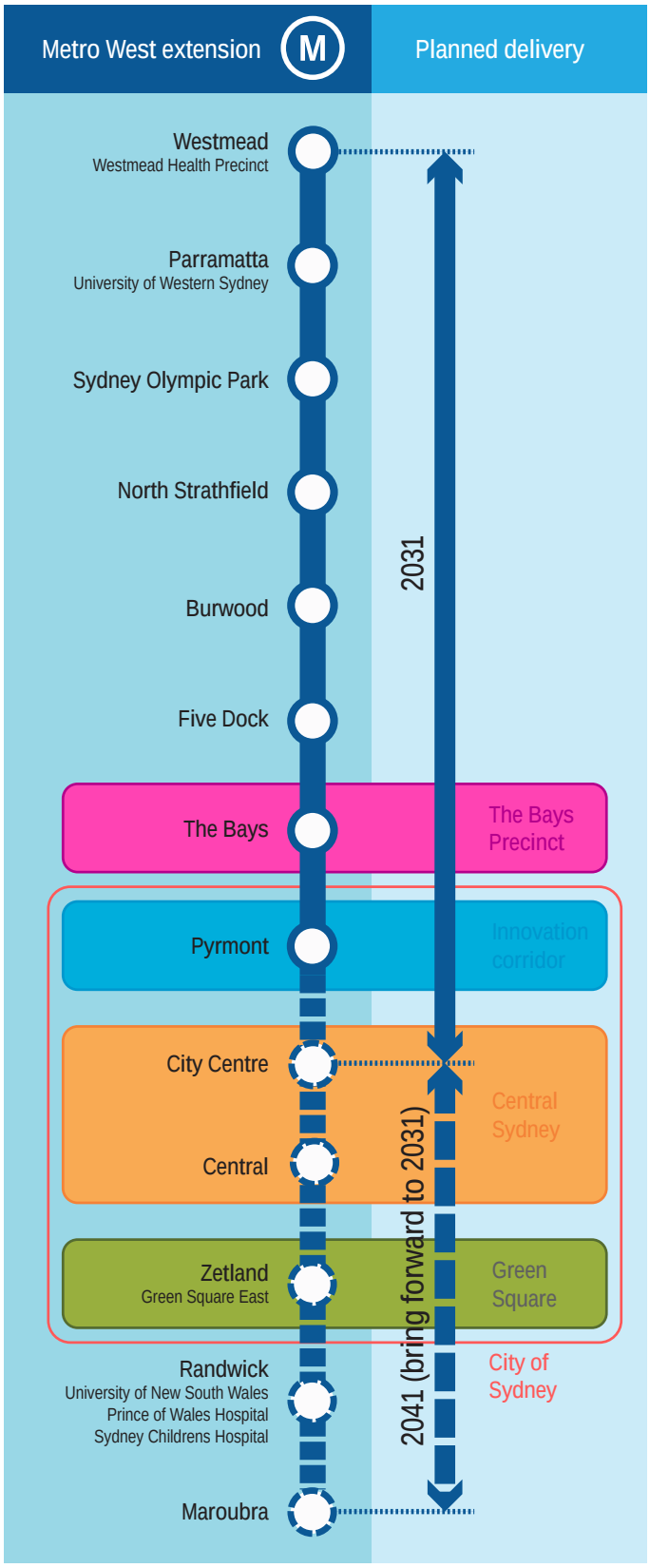
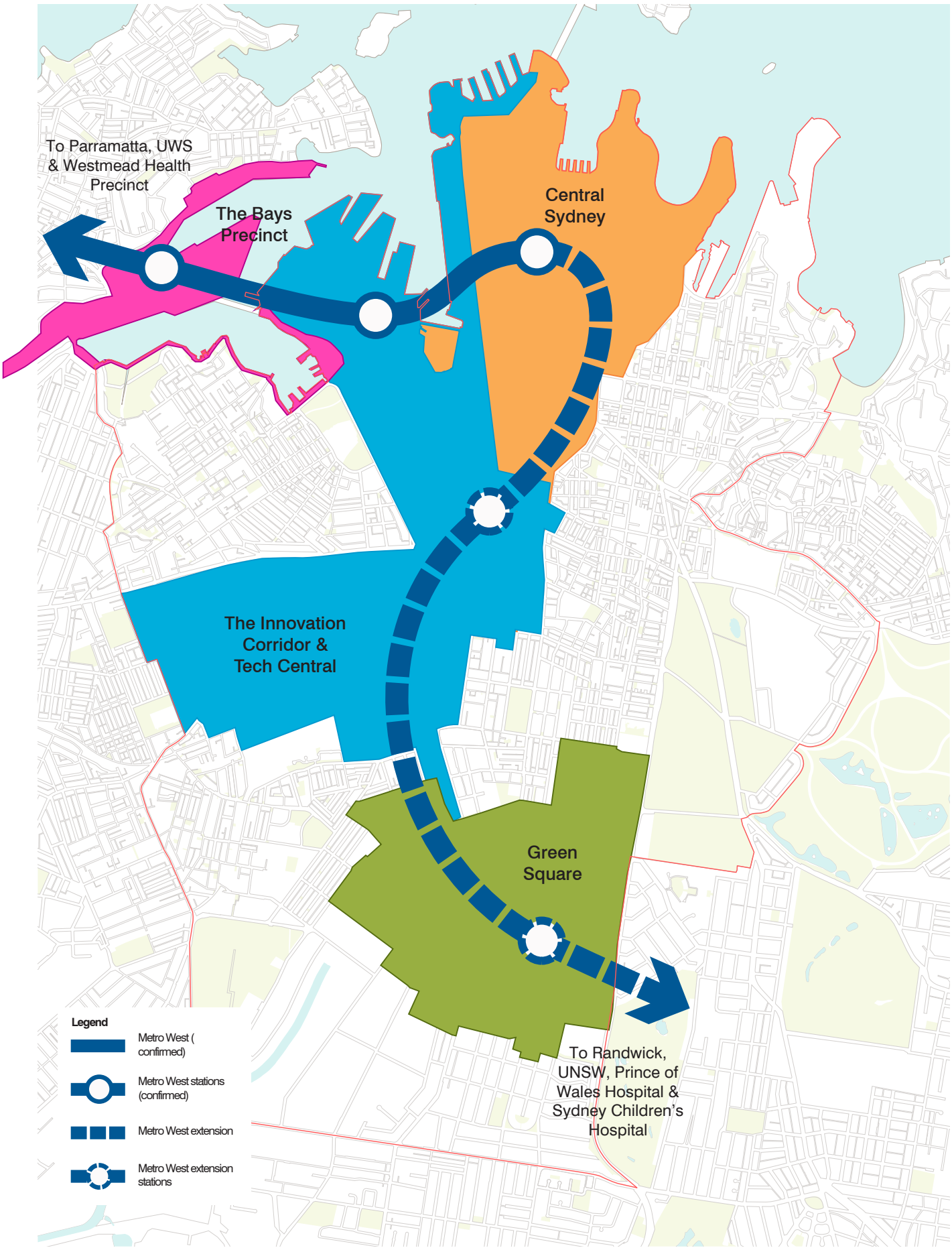


Table: Metro West extension – Planned delivery

Image on previous page: Sydney Metro West - Pyrmont
Image: Sydney Metro



Sydney Metro West – extending the line
Figure: City of Sydney

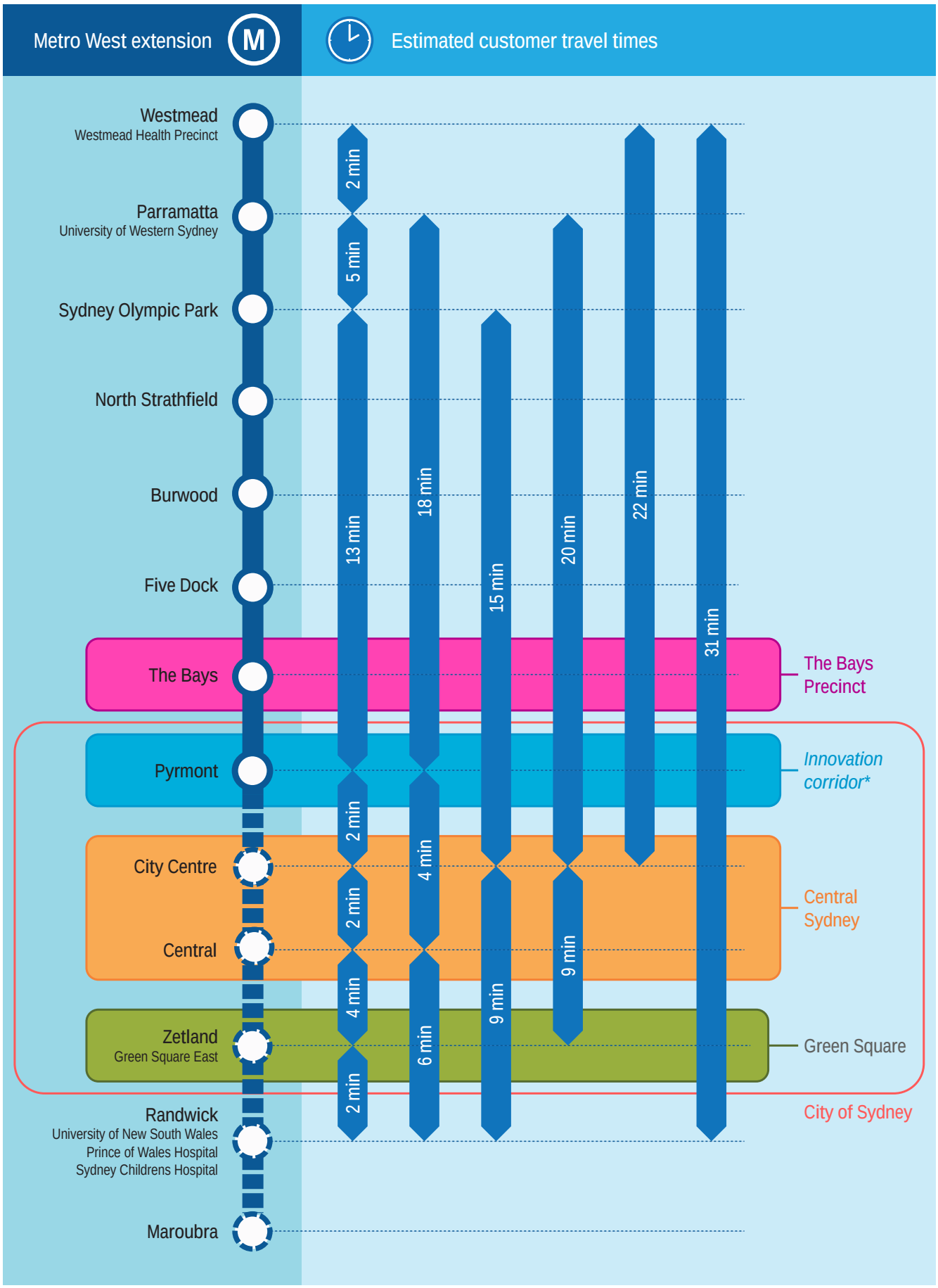


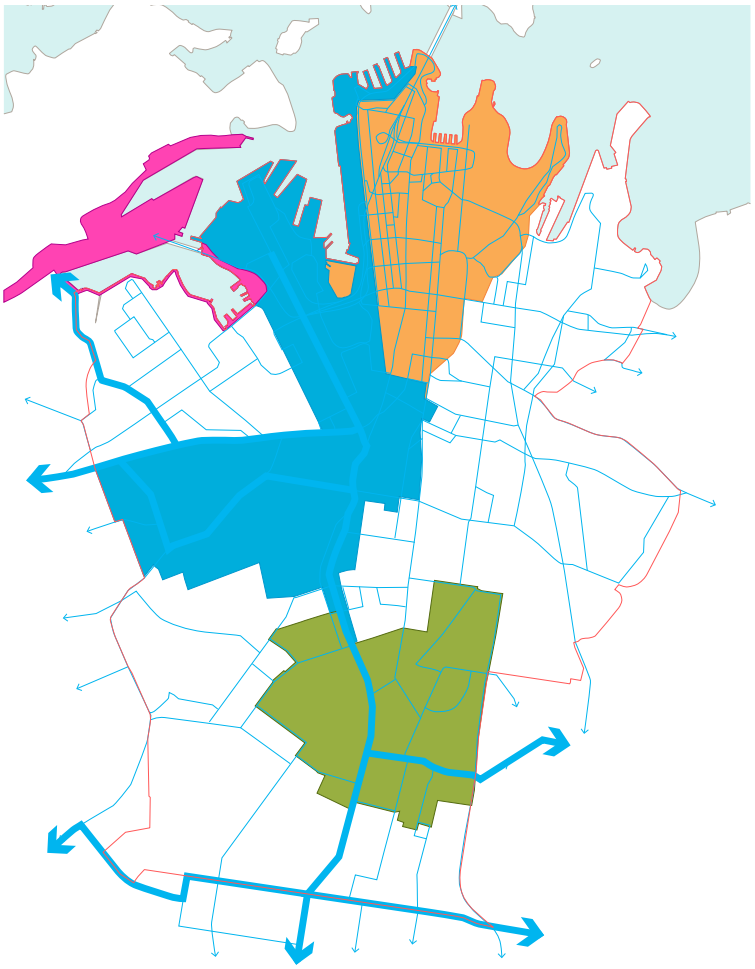
Table: Metro West extension – Customer travel times

7 Metro as catalyst
Interim measures

The NSW Government has announced a rapid busway network for Sydney's south and southeast, which includes Green Square. Direct, frequent bus services could connect innovation, knowledge and employment centres, while we wait for the metro extension.

Changes to the bus network will make cross-regional public transport more attractive. A connection serving Randwick, Green Square, University of Sydney, Royal Prince Alfred Hospital and Bays Precinct is one example. To ensure the resilience of the public transport network, these connections could remain after the Metro West extension opens.





Legend

- New rapid buses
- Bus network
- The Bays Precinct
- Central Sydney
- The Innovation Corridor & Tech Central
- Green Square

Interim measures – connecting innovation, knowledge and employment centres with zero emission buses until the metro extension is in place.
Figure: City of Sydney
Photo: Transport for NSW

PROJECT IDEA 8

Building on housing for all




ROADWORK

8 Building on housing for all
New models for affordable housing

Sydney, like other global cities, is becoming increasingly divided between those who can afford housing and those who cannot.

It is expensive to buy a home, and for growing numbers it is too expensive to rent one. The City of Sydney's targets are for at least 156,000 additional private dwellings by 2036 and 17,500 other dwellings, including boarding houses and student accommodation. Of the private dwellings, 7.5% will be affordable housing and 7.5% will be social housing.

Exploring alternative affordable housing development models

The City of Sydney supports affordable housing through affordable housing contributions schemes, but new homes are not being developed as quickly as we need.

In 2019 we held an alternative housing ideas challenge, an international call for new models to boost the diversity and supply of affordable housing. The final proposal from this challenge combined 2 ideas: the metropolitan land trust policy by Dr Louise Crabtree and Jason Twill and a cooperative affordable rental model for Sydney by Alexis Kalagas, Andy Fergus and Katherine Sundermann.

There are successful community land trust and cooperative rental models in the US, UK and Europe. The models are mature and well-understood which has implications for financial cost and risk pricing.

We must test this proposal to see if it is financially sound and can be provided at scale to help supply affordable housing in Sydney.

Community land trust

Community land trusts are private not-for-profit organisations that hold property titles for perpetual affordability and community benefit. Their focus is determined by their governance mechanisms and local need. International examples hold properties that include affordable co-housing apartments, single family homes, cooperatives, boarding houses, community and commercial spaces. Tenure can include ownership as well as rental.

A cooperative affordable rental model for Sydney

In Zurich, 20% of all housing is constructed and managed by housing cooperatives, creating a 'third way' between unaffordable market rental and social housing models. They run on a not-for-profit, 'cost rent' model. Projects are often on public land provided at low or no cost, and are financed through a combination of member equity, low-interest loans and commercial mortgages.

Costs are amortised over a 60-year period with savings passed on to tenants, allowing rents to be around 20% below market rate. Tenants become members of the cooperative, offering stability, long-term rental and participation in decision making. At the end of the 60-year term, the building ownership reverts from the cooperative to the public landowner.

Image on previous page: Affordable housing on Hansard Street, Zetland
Photo: Katherine Griffiths / City of Sydney

Benefits of cooperative affordable rental models

- **Affordability and demographic diversity.** Fixed rents grow increasingly affordable over time and residents are curated to ensure social inclusion.
- **A microcosm of the city.** A mix of uses brings vibrancy to the neighbourhood, while commercial rents cross-subsidise residential tenancies.
- **Lifelong housing.** A range of housing types are offered, allowing residents to move within the cooperative as needs change.
- **Environmental sustainability.** They can provide fossil fuel-free housing, exemplary thermal performance and onsite mobility hubs with shared vehicles.
- **Building of community.** Self-managed shared facilities and services and active resident participation help create a sense of community.
- **Design excellence.** This is enabled through design competitions, the use of multiple architects and knowledge sharing.

An international precedent
Champlain Housing Trust, Vermont US

The Champlain Housing Trust was founded in 1984. It is the largest community land trust in the United States and provides the communities of Northwest Vermont with a range of affordable housing choices.

Its portfolio includes 2,300 apartments and 620 owner-occupied homes in a shared equity program. As well, the organisation offers education programs, financial counselling, provides services to five housing cooperatives and offers affordable energy efficiency and rehab loans.

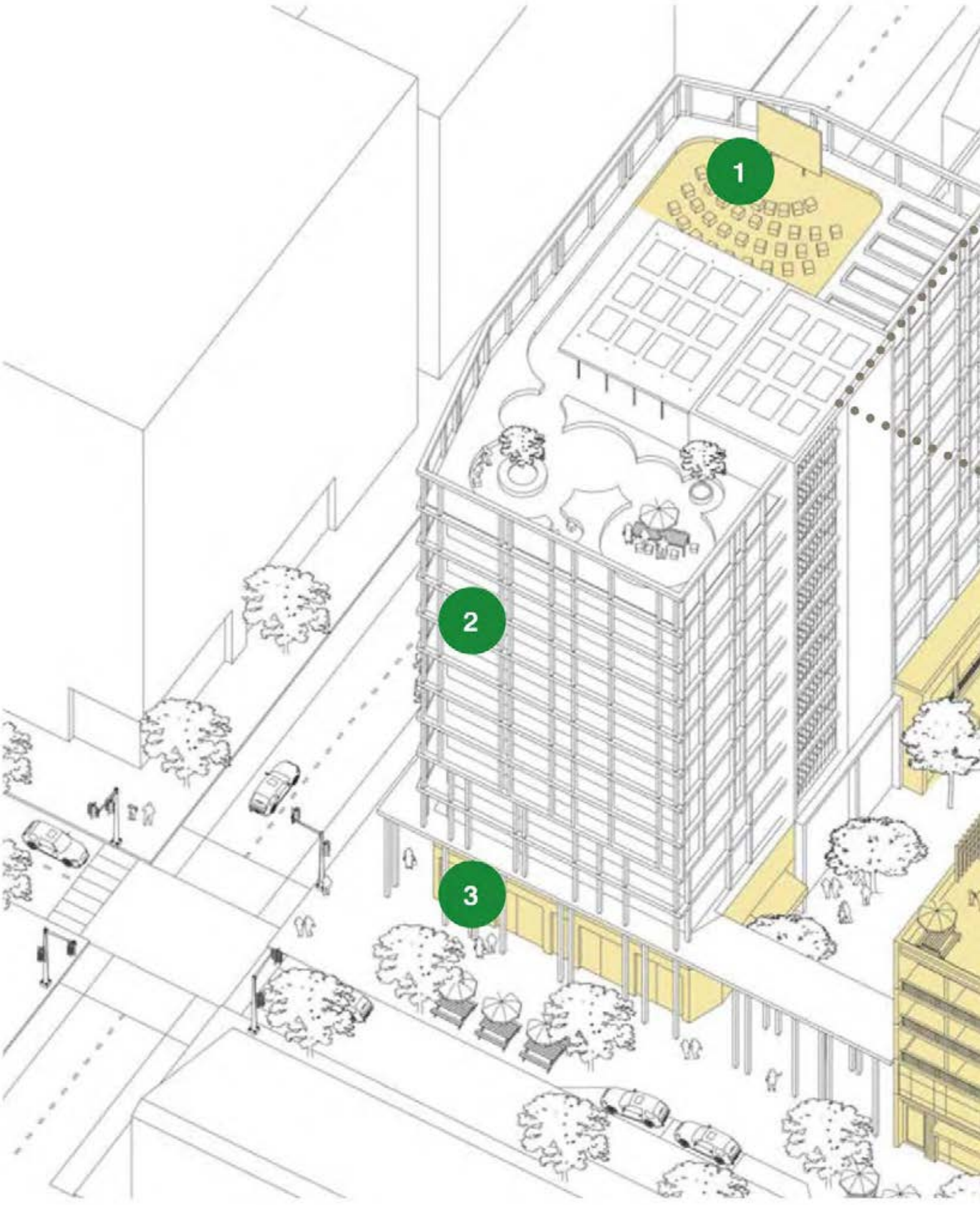


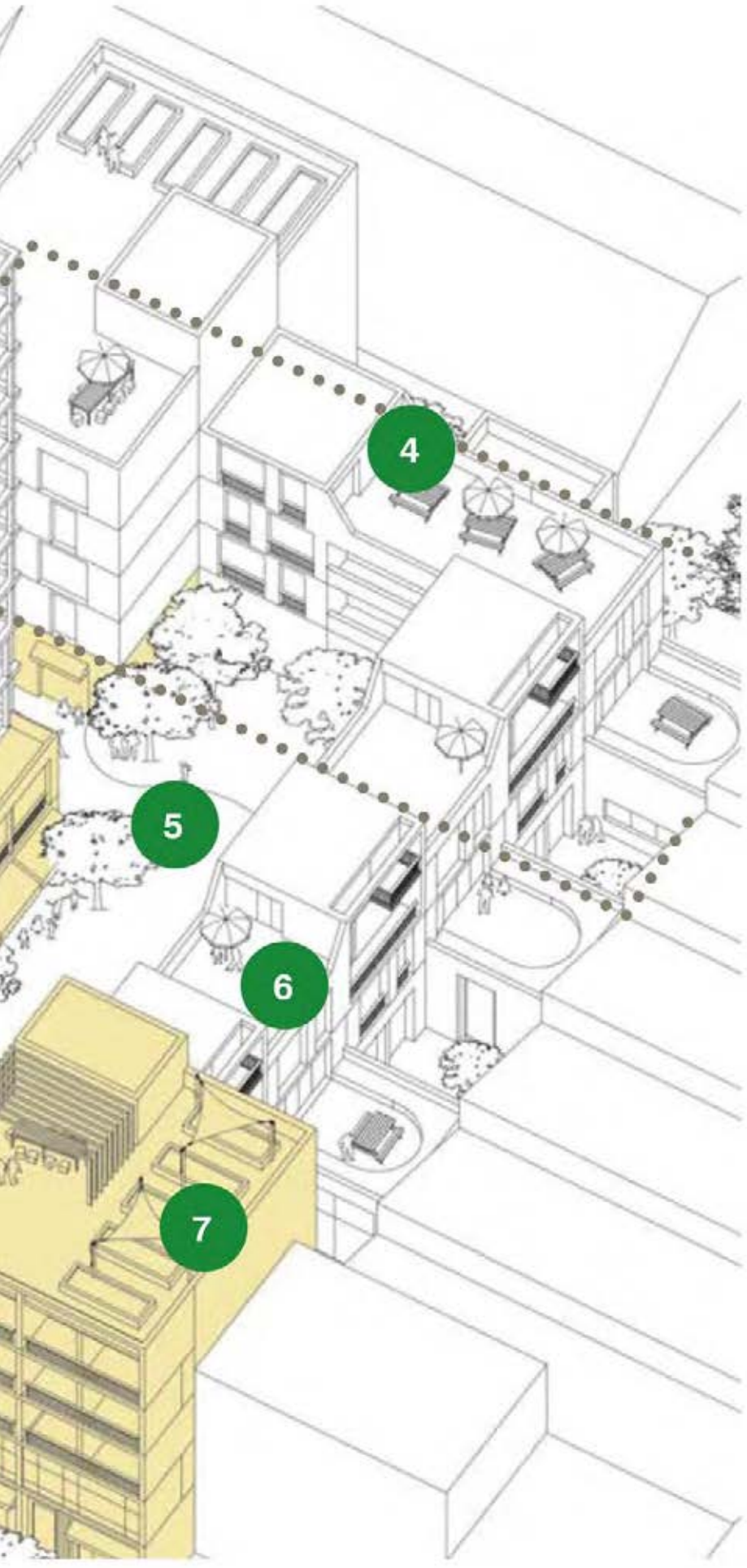
Park Place, St Paul Street, Burlington Vermont
Affordable studio, one and two-bedroom apartments managed by Champlain Housing Trust.



Laurentide, North Aveunue, Burlington Vermont
Affordable apartments created in partnership with Champlain Housing Trust.

Source: getahome.org


1
2
3



1. Communal roof terrace able to be commercially leased for events as part of a cross-subsidy strategy
2. Flexible, efficient floor plate residential slab building with load bearing façade to enable a range of dwelling configurations over time
3. Ground floor small retail tenancies owned and managed by the cooperative to support a dynamic mix of uses typically excluded from speculative development
4. Basement mobility hub of 1000m2 with electric share vehicles, hire scooters and e-bikes for use by members and the broader neighbourhood
5. Mews outdoor space open to the public
6. Work/live lofts and larger family dwellings with direct front doors to a semi-public garden mews
7. Boutique hotel with integrated first floor co-working facilities and social enterprise restaurant

A cooperative affordable rental model for Sydney
Concept by Alexis Kalagas, Andy Fergus and Katherine Sundermann



PROJECT IDEA 9

Making space for culture



9 Making space for culture

Making space for culture is a 2-part strategy for creating and preserving cultural and creative space in Sydney. It involves revitalising precincts and establishing a creative land trust.

Sydney is home to major national and local cultural institutions. Its consumption of arts, cultural and creative products is strong. But spaces for creativity and culture are disappearing. The supply of affordable production spaces, such as studios, workshops and warehouses, and accommodation has plummeted.

A City of Sydney survey found that in the 5 years to 2017, about 2,000 fewer people were employed in the creative industries and about 110,000m^2 of creative and cultural employment space was lost. We have yet to determine the impact of Covid-19.

Cultural capital and infrastructure and creative workers make global cities more attractive. They attract investment, talent and visitors. As Sydney grows and leasing costs rise, so will demand for subsidised cultural floor space. The City of Sydney cannot meet future demand alone. We already subsidise just over 10,000m^2 of cultural floor space, such as the new City of Sydney Creative Studios.

New models that create, provide and operate cultural space need to be based on partnerships between all tiers of government, the private sector, not-for-profit organisations and the community. Cultural policies and priorities need to be refreshed and integrated with supportive planning and taxation systems. Culture needs to be an integral component of urban development.

The precinct revitalisation approach protects and grows existing clusters of cultural space across Sydney. This approach advocates for enhancing existing cultural precincts and new cultural space on government-owned land and seeks to change planning controls to create incentives to co-locate creative industries and enterprises in certain areas. Cultural precincts can build economies of scale, collaboration, visitation, employment, local character and amenity.

The creative land trust approach provides Sydney with an alternative model that helps cultural and creative industries access equity in the Sydney property market, to ensure long-term affordability and security of tenure.

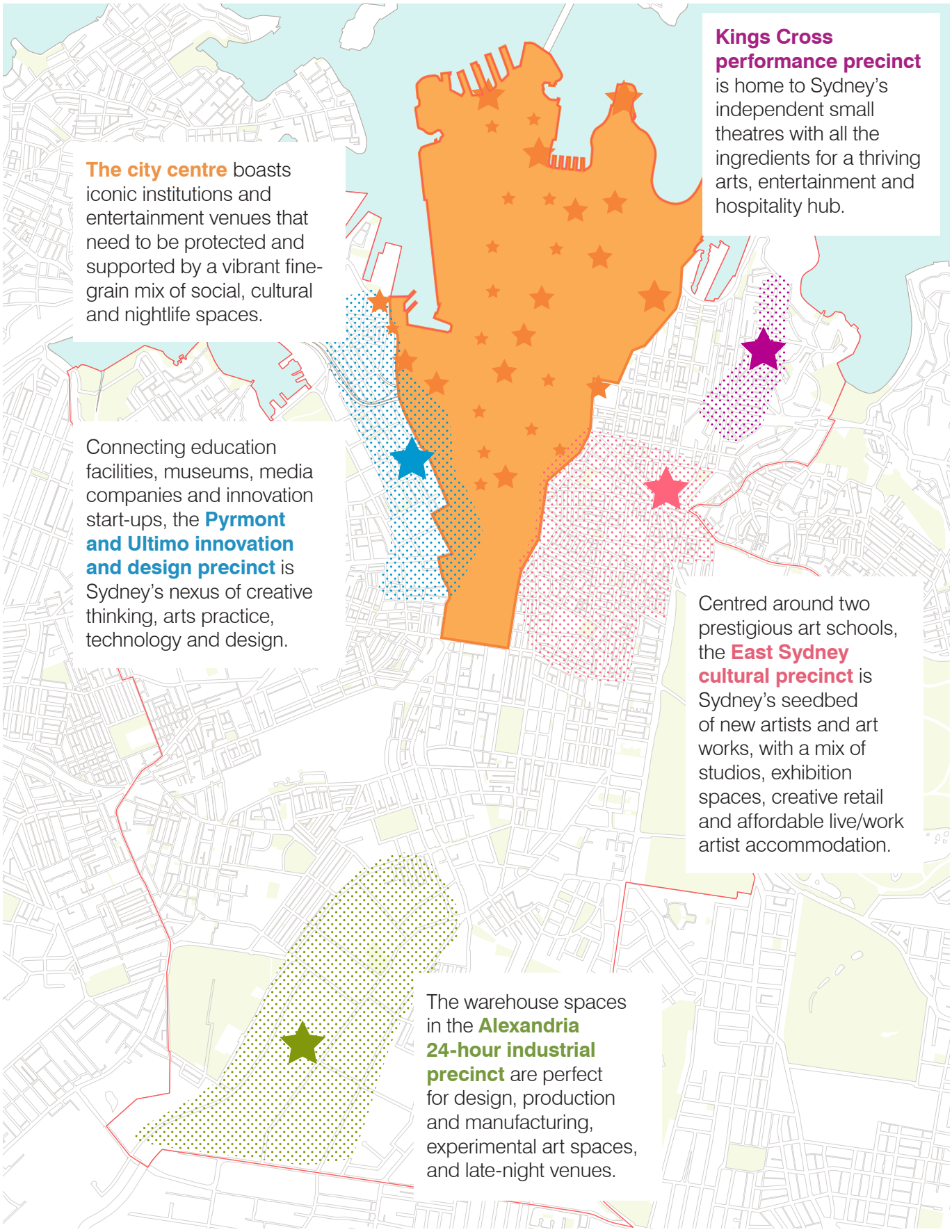
"Unless we take a proactive and innovative approach to making space for culture and creativity that is affordable for the sector in the long term and creates security of tenure for creative industries, we are at risk of losing the cultural vibrancy that makes Sydney a globally relevant city."

Aileen Sage Architects & Left Bank Co.
Sydney-based architects and urban strategists.

Image on previous page: Art Month workshop at Pine Street Creative Arts Centre
Image: City of Sydney

The revitalisation approach

Sydney's Precincts



The precinct revitalisation approach – Sydney's precincts

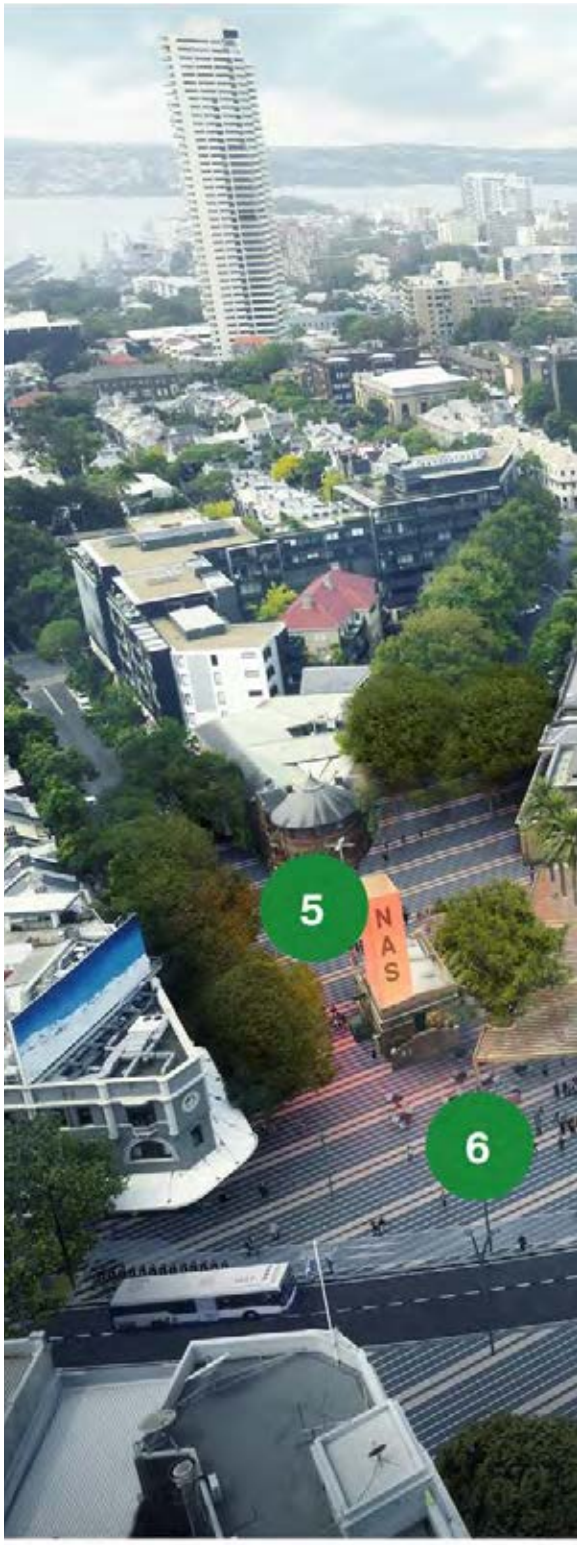
Figure: City of Sydney

9 Making space for culture
Precinct revitalisation: East Sydney

An example of the precinct revitalisation approach in East Sydney is amplification of the National Art School as a key cultural institution for the area. Current commitments by the NSW Government identified the area as an important cultural asset for Sydney.

Relocating the law courts away from Taylor Square would open the historic Darlinghurst Courthouse complex for public and cultural use and open the National Art School to Oxford Street, the public and our communities.

Opening the frontage to Oxford Street and Taylor Square would connect this major cultural hub to the wider precinct and elevate it as a major cultural destination.



Moves for culture in East Sydney

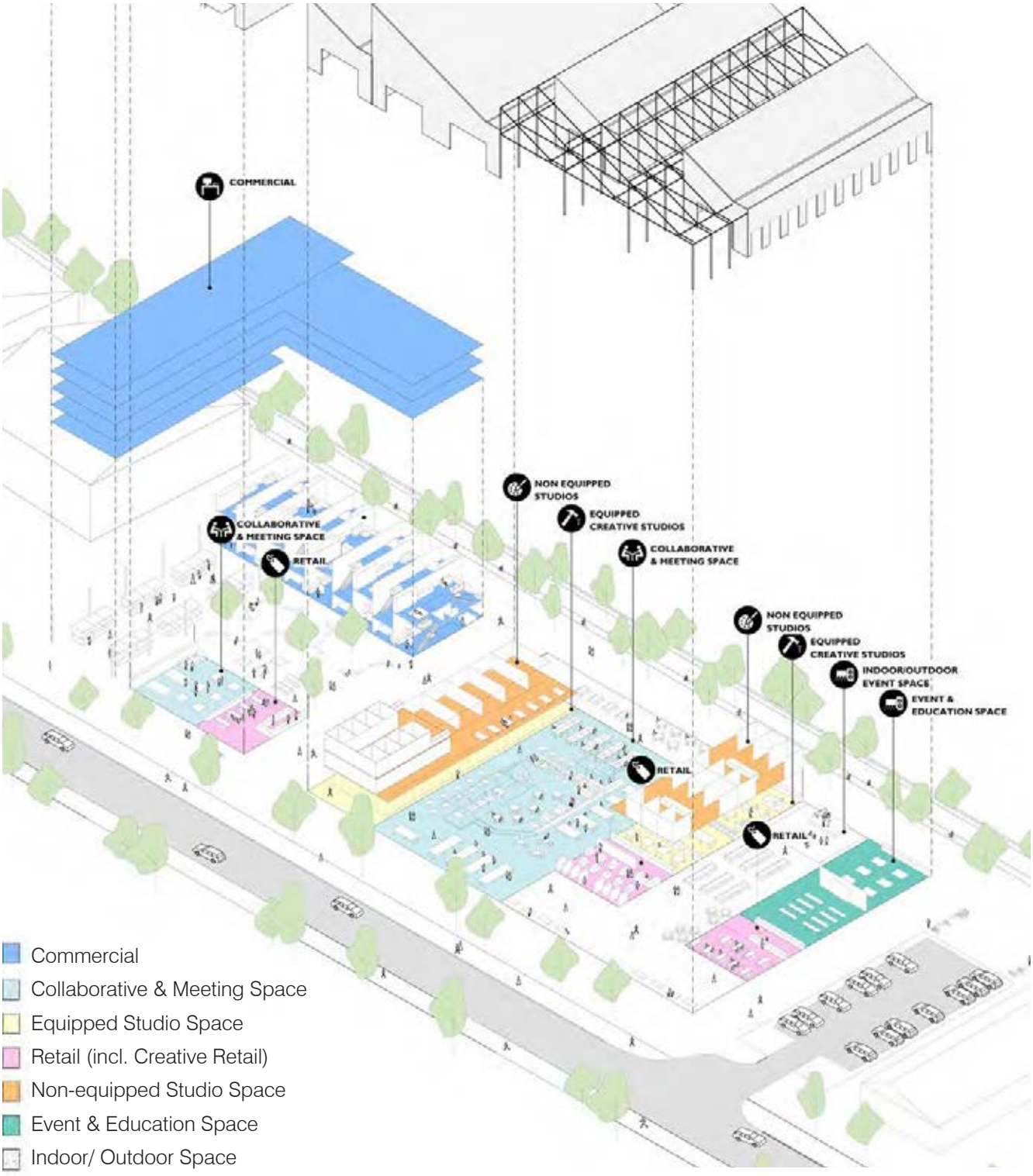
1. **Rearrange** the courthouse's eastern wing to allow access from Oxford Street into the National Art School along its eastern edge.
2. **Open** the service land that runs from Forbes Street to Darlinghurst Road between the National Art School and the courthouse complex to facilitate greater permeability and public access.
3. **Fragment** the courthouse's front fence to open the forecourt lawn for public use.
4. **Introduce** a canopy structure at the junction of Forbes and Oxford streets to provide protected public space for cultural events and initiatives.
5. **Locate** an urban marker over the Taylor Square toilets to demarcate the cultural precinct from distant vantage points.
6. **Expand** and **unify** the public domain by reducing road widths on Oxford and Flinders streets and adding new vegetation and uniform paving treatments (Project Idea 2a – Green Avenues: Oxford and Flinders streets).
7. **Realign** Flinders Street to create a more usable public space and unify disparate sections of Taylor Square.



Amplification of the National Art School in East Sydney's cultural precinct
Concept by JMD Design and Tonkin Zulaikha Greer

9 Making space for culture

The creative land trust approach: Alexandria 24-hour industrial precinct



Potential mix of cultural and commercial uses on a creative land trust site
Concept by Aileen Sage & Left Bank Co.

A creative land trust acquires, creates and secures affordable floor space for cultural uses. The trust is a not-for-profit landholder that retains property for creative and cultural purposes, taking the land out of the market and placing it in the hands of the cultural sector. These models have successfully protected and created new cultural assets in Toronto, San Francisco and London with support from government and the private sector.

In this model, cultural infrastructure is subsidised by the development opportunity of market-rate commercial space, hospitality, retail and rent-to-own accommodation. Examples include arts studios, production and event spaces that are co-located on the creative lands trust site.

By building a hub in an emerging creative precinct like Alexandria, on land held by the cultural sector, we can ensure that studios, makerspaces and tenure can be secured. The hub is planned to derive different income streams that are sustainable and at scale. Subsidised rates for cultural tenancies will help sustain the management of this mixed commercial–creative hub.

The creative land trust opportunity



International case study
Artscape, Toronto

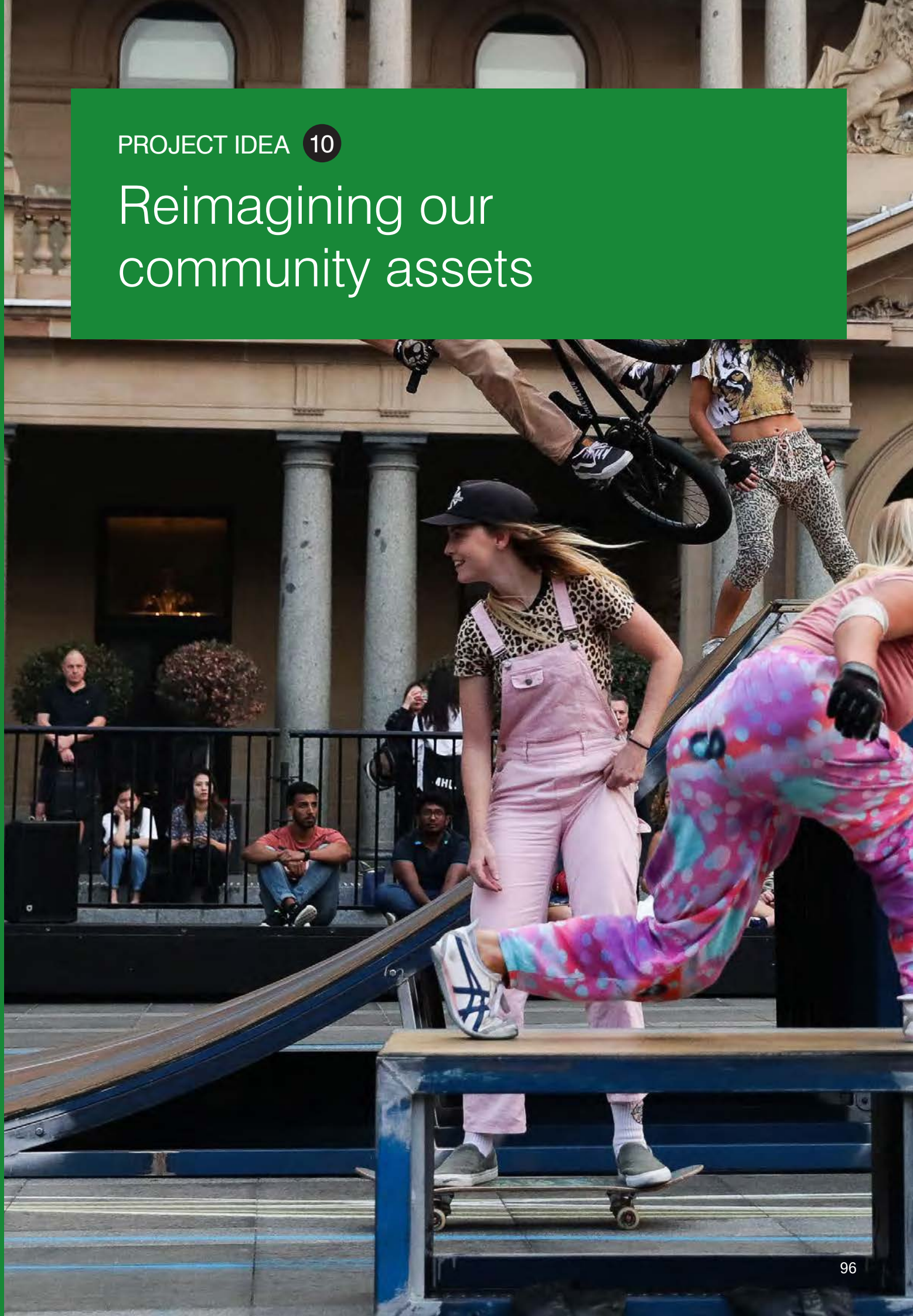
Artscape is a not-for-profit organisation that brokers, develops and operates affordable creative spaces. These include performance venues, galleries and arts studios. Artscape works with developers to build long-term, affordable work and living space for creative workers in new property projects. The partnerships create sustainable community assets that are owned by the creative sector, rather than relying on public resources.

This type of for-purpose development model can be harnessed to activate a creative lands trust site in Sydney.



Daniels Spectrum
Toronto, Canada

Source: artscape.ca/portfolio-item/danielsspectrum



PROJECT IDEA 10

Reimagining our community assets



10 Reimagining our community assets

Reimagining our community assets explores new ideas for how communities can use our civic infrastructure and buildings. Responding to the Citizens Jury concept of a regenerative city and the needs of our people, we will work with our communities to uncover imaginative new uses for our facilities, halls and open spaces.

Maintaining accessible and inclusive community spaces will be increasingly challenging as Sydney grows. We need to adapt how we use existing assets rather than build more spaces. We will explore changes to planning and heritage controls to ensure our community assets are places that bring people together.

Community co-design has the potential to empower citizens to bring fresh ideas and solutions to our shared spaces and strengthen social cohesion.

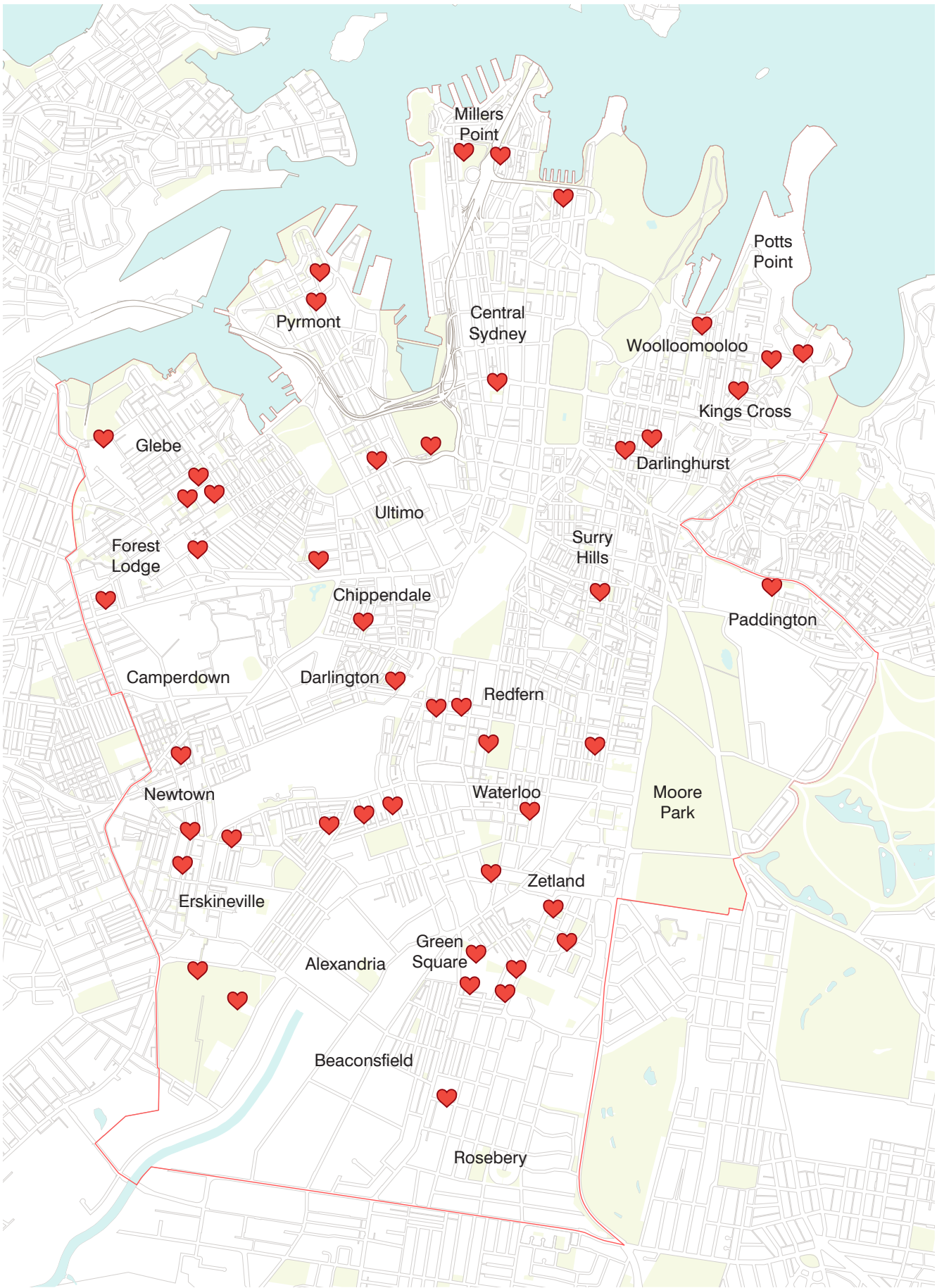


Joynton Avenue Creative Centre
Photo: Katherine Griffiths / City of Sydney



Sydney dance school 'Dancekool' practise their "roving pigs" street entertainment for Sydney Lunar Festival 2019 at Alexandria Town Hall
Photo: Katherine Griffiths / City of Sydney

Image on previous page:
Art & About: DEMO by Branch Nebula at Customs House Forecourt
Photo: Mark Metcalfe/ City of Sydney



Creative and cultural spaces, community centres, libraries, recreation centres, halls and town halls across Sydney
Figure: City of Sydney

10 Reimagining our community assets
Town Hall examples

Many of our town halls no longer serve as seats of local government. Most have been repurposed and adapted for community uses. Successful adaptive reuse is often constrained by restrictive planning regulations, heritage listings and spaces that are not fit for purpose. Architecturally our town halls can feel institutional, unwelcoming and intimidating. Creative and innovative interventions and new uses, co-designed with the community, could transform our town halls into more inviting community spaces.





Erskineville Town Hall offers great potential for a wider range of local community uses. Public art could make the town hall and its forecourt more welcoming and inviting. Its large hall could be transformed into a space for theatre, music, dance, art or community gatherings. Its smaller rooms could be adapted as public living rooms with free wifi or provide space for a community cafe that spills out onto its forecourt.



Reimaging Erskineville Town Hall
Concept by Lacoste + Stevenson

Sydney Town Hall, one of our grandest civic buildings, still accommodates council chambers and venues for meetings and functions. Although this ornate Victorian building remains a civic and government centre, some internal spaces could be transformed to allow new public and active uses. Showing the kind of changes that can be made, the restoration of Sydney Town Hall includes improvements to its performance spaces and the creation of flexible cultural space.

With our vision for a Town Hall Square (see page 30), we can further shape the area around the building to make it a thriving community meeting place.





Reimagining and activating Sydney Town Hall's edges
Concept by City of Sydney

10 Reimagining our community assets
Unlocking public space

Paddington Reservoir Gardens is an award-winning community place that provides much needed respite and public space in Paddington. It already hosts limited events.

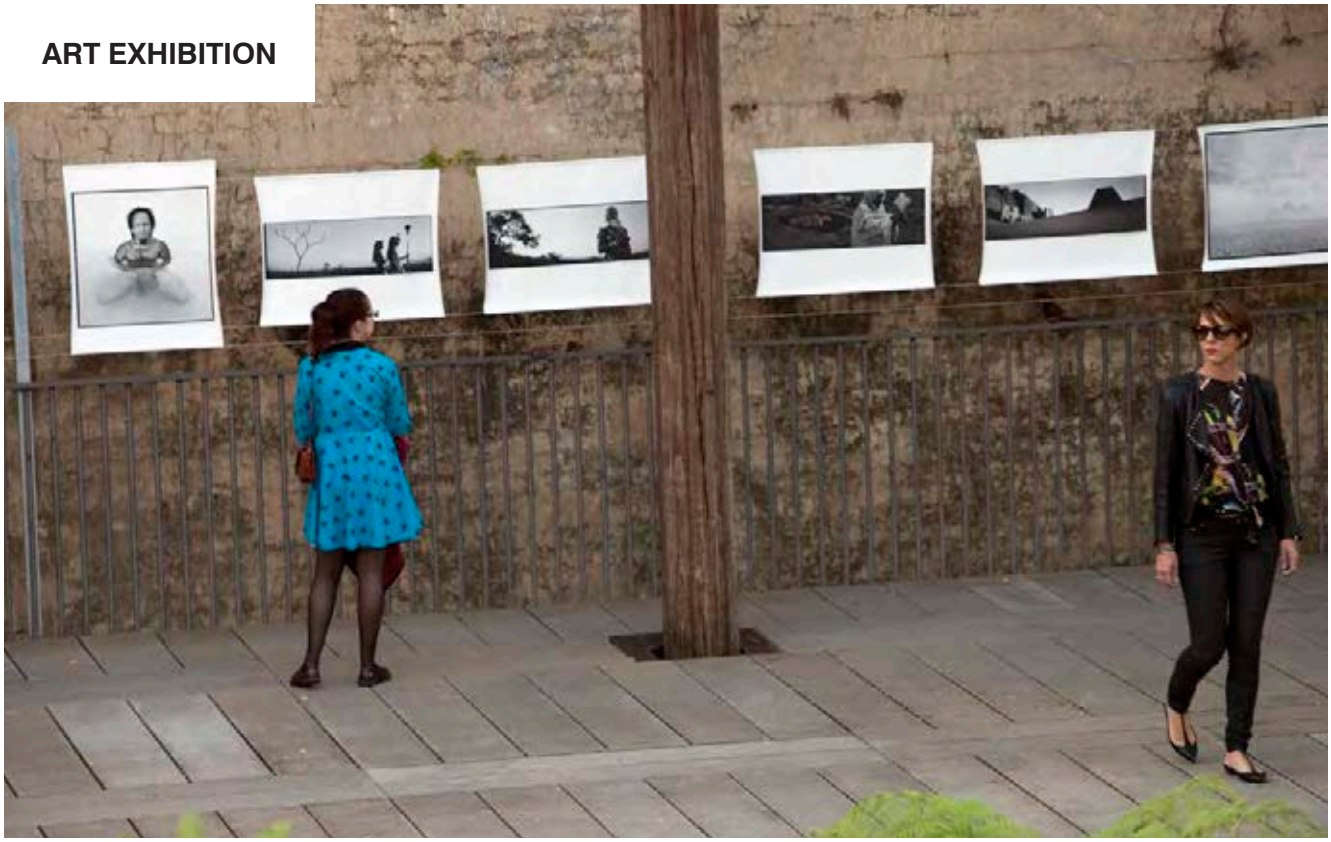
A community co-design process could unearth innovative, creative and unexpected new uses for the space. The concept images seek to stimulate discussion about new uses, such as an underground sculpture and water garden or public baths.

NOW

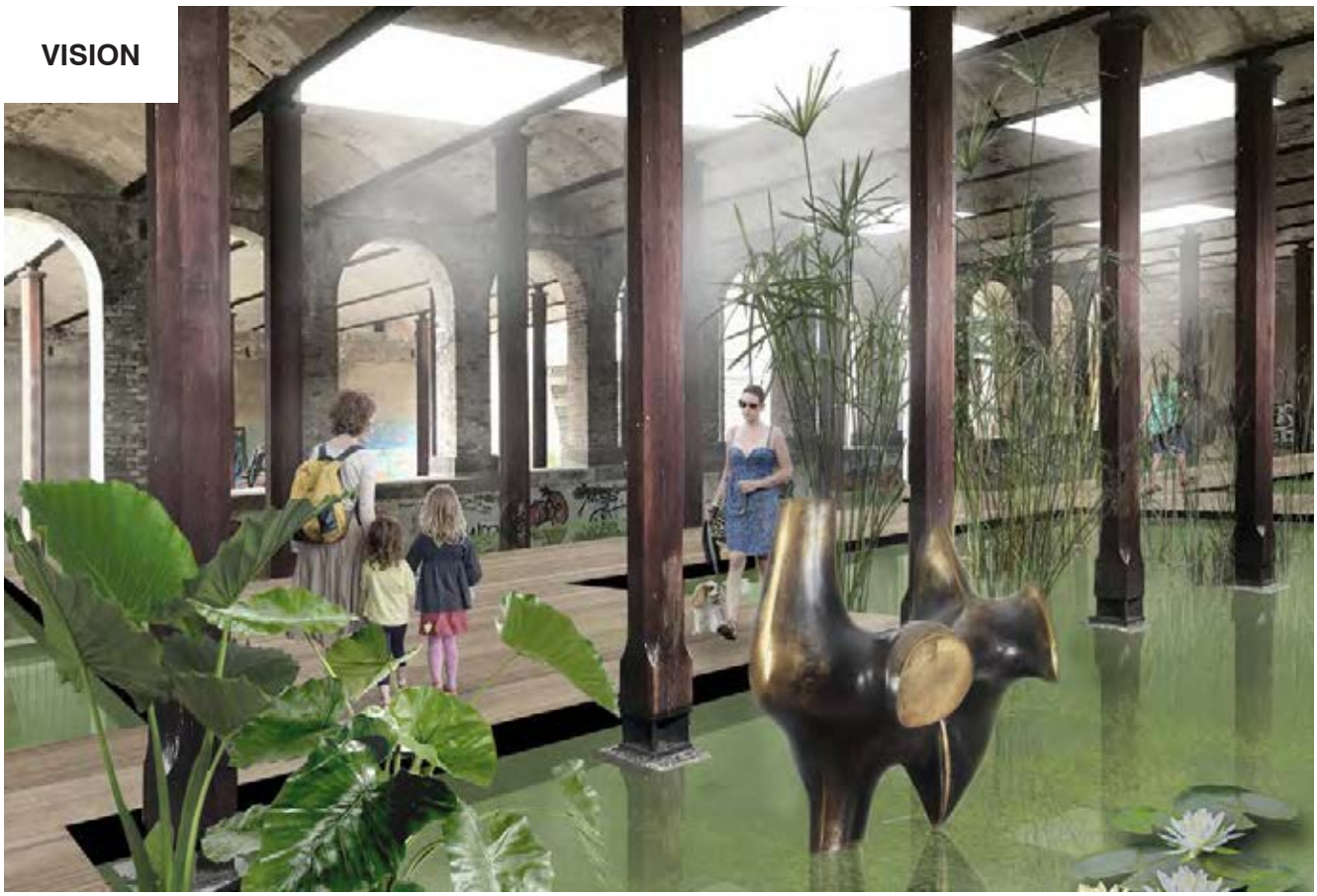


Mercedes-Benz Fashion Week Australia 2016
Photo: Katherine Griffiths / City of Sydney

ART EXHIBITION



Slices of Sydney exhibition 2014
Photo: Sarah Rhodes / City of Sydney





Reimagining Paddington Reservoir Gardens as an underground sculpture garden or public baths
Concept by Lacoste + Stevenson

Green
Global
Connected

Attachment B

Community Strategic Plan - Delivering Sustainable Sydney 2030–2050



Community Strategic Plan

Delivering Sustainable Sydney 2030-2050

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

CITY OF SYDNEY

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

Front cover: Green Square Library
Photo: Jessica Lindsay / City of Sydney

Commented [AB1]: Front cover updated

Contents

Foreword 7

About this plan 14

Seven global trends 18

Our international commitments and targets 22

What our communities told us 24

The communities' vision for the future 30

Ten targets to measure progress 33

Six guiding principles 34

Ten strategic directions 37

Direction 1: Responsible governance and stewardship 39

Direction 2: A leading environmental performer 47

Direction 3: Public places for all 56

Direction 4: Design excellence and sustainable development 63

Direction 5: A city for walking, cycling and public transport 71

Direction 6: An equitable and inclusive city 78

Direction 7: Resilient and diverse communities 86

Direction 8: A thriving cultural and creative life 94

Direction 9: A transformed and innovative economy 101

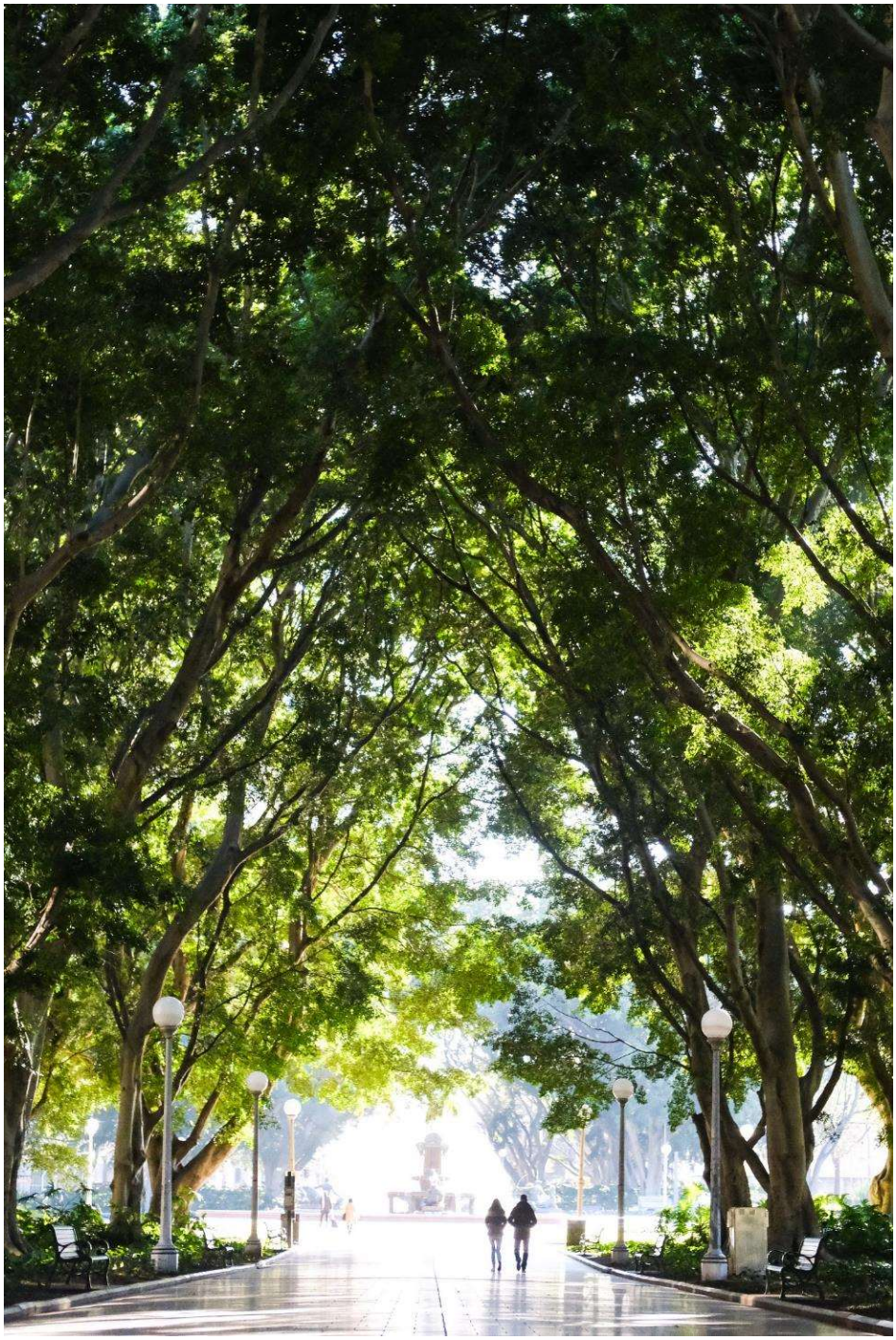
Direction 10: Housing for all 113

Transformative project ideas 119

The communities we serve 125

Alignment with state priorities 130

Deleted: 129



Foreword

This community strategic plan sets directions for our city that respond to our communities' vision for a more sustainable future.

The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and it sets clear directions to help tackle the climate emergency.

It expresses our aim for a thriving 24-hour economy with opportunities for all – a more equal and inclusive city.

It also provides a vision for greater resilience, where social, business, cultural and physical connections help us withstand adversity, adapt to change, and reach our full potential.

This plan builds on the sustained conversations with local communities that began in 2006/07. The result of which was community endorsement of a more sustainable, prosperous, inclusive and liveable city. These insights helped shape the first plan we adopted in 2008, Sustainable Sydney 2030.

In developing this community strategic plan, we gathered the perspectives of people with an interest in the city and its future – workers, visitors, business owners and residents, including younger people, through a comprehensive engagement program that began in 2019. We have continued to monitor community concerns, ideas and aspirations throughout the pandemic to see if, or how, perspectives might have changed.

Contemporary research and specialist advice have informed this plan for the city for the next 3 decades. We have also taken stock of the devastating impact the pandemic has had on our communities and economy since its emergence in early 2020. By examining the available research and advice, we are confident we are on a long-term path for our city and communities to adapt and thrive.

This community strategic plan considers the progress we've made since 2008 as well as changing local and global circumstances. It provides the mechanism for the implementation of our renewed vision for the city over the next three decades, expressed in Sustainable Sydney 2030-2050 Continuing the Vision. It translates the vision into objectives and outcomes, with measures to recognise progress over time. It identifies strategies and their detailed actions that will achieve those outcomes, along with the role of the City of Sydney and key partners.

It includes an urgent imperative to address the climate emergency and adapt to our changing climate. It recognises the economic benefits for our city in transitioning to a decarbonised future. It also addresses rising inequalities and aims to build resilience in our communities, networks and city infrastructure, as we recover from the impacts of the pandemic.

But we can't do this alone. If we are to achieve the aspirations in this plan, everyone needs to act. We call on other levels of government, business, academia, civil society and individuals to work with us to realise our shared future.

Image on previous page: Hyde Park
Photo: Chris Southwood / City of Sydney

Message from Lord Mayor Clover Moore

Successful cities craft a long-term vision and then put plans in place to deliver on that vision. With foresight and shared goals, business invests with confidence, all governments work together providing essential infrastructure and services and economies and communities prosper.

That is what we have done in Sydney. When I became Lord Mayor in 2004, we set out to create a long-term plan to reflect the shared goals of our communities. Sustainable Sydney 2030 was adopted in 2008 after extensive consultation and research and working with many of the world's best urban thinkers and strategists.

It set out ambitious climate, economic, social and cultural goals. It has shaped everything we have done at the City of Sydney including reducing emissions by 26% city-wide and embarking on an ambitious greening program.

George Street's transformation into a pedestrian boulevard with light rail – an idea many thought impossible – is almost complete. It has changed how people get around and experience the city and created space for outdoor dining.

In Green Square, we created a new town centre and supported $13b of private development with $1.3b of public infrastructure. We created a liveable neighbourhood for current residents and those to come in future decades.

Our city's productivity, liveability and sustainability has been transformed, and we must continue this work. So, we set the course for 2050 by extending our long-term vision.

Sustainable Sydney 2030-2050 Continuing the Vision responds to all that we heard from a comprehensive and award-winning engagement program that included residents, businesses, workers, and visitors to our area.

We heard that we should continue our environmental leadership, that support for a future focussed and innovative economy is important, and that an affordable and inclusive city that welcomes everyone is imperative. We also heard that culture and creativity is essential, as is extra greenery and space for people and that we need to provide adequate walking, cycling and public transport links. The community expects this work is underpinned by good governance and stewardship.

Of course, the Covid-19 pandemic required us to re-evaluate the city's resilience. It also brought into sharper focus access to parks and open space, support for our most vulnerable communities and creative industries, and the need to foster social cohesion. It heightened our attention on the city centre as a place of entertainment, culture and innovation. And it showed us economic success and liveability have never been more intertwined.

This community strategic plan is the first step towards implementing our renewed vision. It will be accompanied by more detailed strategies and plans and importantly, the long-term financial plan.

I am honoured to lead a city that will accelerate climate action and prioritise creativity, culture and a more just and inclusive society – one with capacity to adapt and thrive. And I am proud of this document, which will guide all we do to ensure the future success of our city.



Lord Mayor

Clover Moore

Message from the CEO Monica Barone

We've been working toward the sustainable development of our city since 2008, as seen in Sustainable Sydney 2030. Having served as Chief Executive Officer of this city during this time, I'm proud of all we've achieved.

Sustainable Sydney 2030-2050 Continuing the Vision builds on those achievements and sets out a vision for our city over the next decades. This vision expresses our communities' values and aspirations and reflects the results of a comprehensive, award-winning community engagement program. It is informed by global trends and we analysed the latest data and scientific information to set our climate targets.

This Community Strategic Plan Delivering Sustainable Sydney 2030 – 2050 sets out how we will implement our renewed vision for our city.

As a leading city government, it's essential we are transparent and hold ourselves to account for the commitments we make on your behalf. We have set 10 ambitious targets against which we will measure and report our progress. In each of our 10 strategic directions, we have articulated the outcomes we will set out to achieve by 2050 and the measures that we will use to record our progress along the way. We'll also continue to report on broader measures of community wellbeing.

Our targets respond to your aspirations for a city that is an environmental leader, responding to the climate emergency. It is a city where resilience is embedded, and our communities are connected and cohesive. It's also a city that is prosperous, culturally alive and vibrant – and one where everyone has an opportunity to share in its success.

Achieving this vision calls for commitment and action from all of us, not only your city government. The actions we take through partnerships and as organisations and individuals will help realise this shared vision for our city to 2050.

My role as CEO is to ensure the City of Sydney provides the governance and stewardship required to meet our commitments and the needs and expectations of our residents, business and visitors, now and into the future. We must be equipped with the capability and skills to lead change, be an effective partner with other levels of government, the private sector and civil society organisations. As a local government agency, we provide infrastructure, programs and services. We seek to continuously improve to maintain our communities' trust and confidence.

In a changing and uncertain environment, our work to ensure the City of Sydney as an organisation is strong, capable and financially sustainable has never been more important. This foundation underpins Sustainable Sydney 2030–2050 Continuing the Vision that we will deliver through this community strategic plan.



Chief Executive Officer

Monica Barone

Aboriginal and Torres Strait Islander statement

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

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

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

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

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

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

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

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

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

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

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

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

- 2011 – as part of the Eora journey project we committed to fund and install 7 artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living culture of First Nations Australians.

- 2015 – we adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 – we adopted the 10-year Eora journey economic development plan.
- 2020 – a stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk and *bara,* an artwork and monument to the Eora people.

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



Welcome to Redfern, 2016, Reko Rennie in collaboration with local youth artists
Photo: Adam Hollingworth / City of Sydney

Inclusion and equity statement

Diverse communities live, work in and visit Sydney. The City of Sydney values and respects the diversity of these cultures, communities and experiences.

We value the city's Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area.

We value Sydney's multicultural society and the varied languages, traditions, religious and spiritual practices of the people who call the city home.

We value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. We respect people with diverse gender identities and our LGBTIQA+ communities.

We value the contributions made by all individuals and believe this diversity strengthens the city.

The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

We demonstrate our commitment to diversity and inclusion by respecting the dignity and worth of all people, equitably treating communities and employees, and fairly providing services, facilities and public spaces.

We want to promote a society where self-determination and inclusive participation is valued and to demonstrate these principles in all that we do.

Our work with communities strives to eliminate discrimination and mitigate disadvantage, to actively remove barriers to inclusive participation and to promote relationships that are based on understanding and respect.

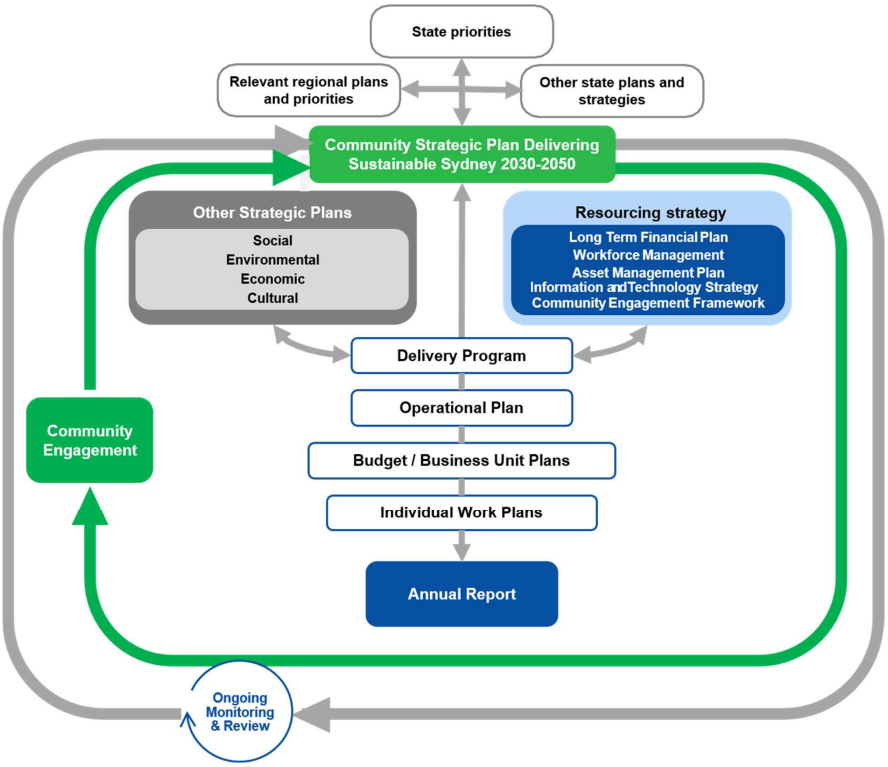
Our communities expressed the same aspirations when we engaged them on the future vision for the city. The Citizens Jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way. Its a model of participatory governance that genuinely engages all citizens in decision making on all levels and housing for all to ensure that the city is inclusive and promotes social and community cohesion.

Our response is a more equitable and inclusive city. We want the city to be one where everyone has an equal chance in life and the opportunity to realise their potential. Cities that are more equal are cities that thrive.

Image on right: Celebrating Wear it Purple Day
Photo: Katherine Griffiths / City of Sydney


LOVE
IS

About this plan



The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision.

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest level plan within this framework.

It guides all our other strategies and plans. It was developed with, and on behalf of, the communities we serve.

This plan identifies the community's main priorities and aspirations and the strategies we can take to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades.

We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The plan addresses 4 key questions for each of our 10 strategic directions:

1. **Where are we now?**
   For each direction we set out: the current situation in our city, issues affecting our communities, why we need to act, and what our communities told us.

Commented [AB2]: Text and image updated to align with IP&R documents

Deleted: This

Deleted: community strategic plan is the City of Sydney's highest-level plan.

We also identify 7 major megatrends affecting cities generally, and Sydney specifically, that we respond to in this plan.

2. **Where do we want to be in future?**
   Each direction includes a section of 2050 outcomes that describe the future our communities aspire to.
3. **How will we get there?**
   We also identify the supporting strategies we will use for each direction. Each of these strategies will set out detailed actions to help achieve our goals.
4. **How will we know we've achieved our goals?**
   10 overall targets will measure the transformation of the city, with progress reported every 4 years. Progress for each objective will also be measured and reported on every 4 years.

Supporting plans and strategies

The delivery program identifies the actions we will take over the next 4 years that support the community strategic plan outcomes.

The operational plan is an annual plan with more details of individual activities. It includes the City of Sydney revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

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

The resourcing strategy has 5 components:

- Long term financial plan: a 10-year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.
- Workforce strategy: a plan that identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.
- Asset management plan: a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately $13.2 billion (including land) under City of Sydney care and control.
- Information and technology strategy: a plan that sets the ICT direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. The plan guides ICT related decision making, priorities and investment.
- Community engagement strategy: a framework for how we consult diverse communities, collaborate, involve and empower communities to take part in shaping the future of the city.

Roles and responsibilities

The community strategic plan sets out the communities' aspirations for the local area and it will take everyone working together to achieve the desired outcomes.

The City of Sydney has a critical role in providing projects, programs and services that support the community strategic plan. We'll work with a range of partners across business, government, civil society and community organisations to achieve these outcomes. We will enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed. And we'll establish less formal arrangements and collaborations at other times. Many outcomes will be achieved by other levels of government or organisations.

Reference and advisory groups will provide specialist advice and guide our work.

The City of Sydney's roles under this plan include:

Leader	We seek to understand the underlying values of our communities and their needs. We put in place policies and the financial and governance frameworks to ensure we act ethically as stewards of this city.
Provider	We provide a range of infrastructure, facilities, programs, and services for the benefit of the city and its communities.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses, and academia to deliver outcomes with and for our communities.
Planner	We use our professional expertise in city planning and program and service provision to undertake research, provide information and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental, and cultural issues and solutions relevant to the city and our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We will call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and its communities.
Networker	We engage in local, national, and global networks to share and develop expertise in urban issues.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
Role model	We lead by example in how we run our organisation, manage our assets, and engage our employees.
Communicator	We provide timely, accurate, inclusive, and inspiring information to the target audiences of our programs, projects and services and engage them in conversation about the work we are doing.

Image on right: Green Square markets
Photo: Anna Kucera / City of Sydney


Toilets

Seven global trends

The world is changing and will continue to change as we plan for the city in the decades to 2050. These changes can happen through abrupt shocks, like the Covid-19 pandemic, or gradual changes that happen over decades.

We considered 7 global trends that will have a considerable influence on the future of cities, including Sydney.

1. climate emergency
2. rapid urbanisation
3. disease and health impacts
4. chronic unaffordability
5. exponential technology changes
6. economic transition and a new green deal
7. a new social contract.

We need to find local solutions to these trends that will impact in multiple ways on the economy, the environment, and how we live and interact with each other.

1. Climate emergency

The United Nations has called human-caused climate change a global emergency that goes beyond national borders.

Scientists have found earth has already warmed by 1.1°C above pre-industrial levels. The Glasgow Climate Pact states that limiting global warming to 1.5°C requires deep cuts to greenhouse gas emissions, including reducing carbon dioxide emissions by 45% by 2030 and reaching net zero by around 2050.

Australians have already experienced increasingly frequent and intense droughts, bushfires, floods, heatwaves and storms linked to climate change. Global heating is impacting our weather systems, ability to produce food and how we humans and other species live.

To restore a safe climate in which future generations can survive and flourish, we need to respond with urgent and unprecedented action.

Cities are a critical part of the solution. Over half the world's population already lives in urban areas. By 2050, this could increase to two thirds. Our cities currently generate 80% of all gross domestic product and 75% of carbon emissions from final energy use.

If managed well, the transition to zero-carbon, climate-resilient cities will provide economic opportunities and improve our quality of life while also addressing the global heating crisis.

1. Rapid urbanisation

In Australia, almost 90% of the population already live in cities. We are one of the fastest countries to urbanise in the Organisation for Economic Co-operation and Development. Our population is expected to grow to 41 million by 2060, with 8 million of those people living in metropolitan Sydney.

At the same time our population is ageing. Nationally, the proportion of working-age people is expected to reduce from 66% in 2018 to around 60% in 2060. We are likely to feel the impacts in reduced economic output, with consequences for infrastructure and services as well as government revenue.

Outside the inner cities, Australia has a low-density model of urbanisation compared to its global peers. If this continues, more productive land will be turned over for housing and the

ecology will suffer. More people will live further away from city centres, from job opportunities and services.

Our challenge is to maintain our quality of life as our city grows and transforms. Our task is also to contain urban sprawl and support a more compact, sustainable city where all residents can get good access to open space, infrastructure and services.

2. Disease and health impacts

The Covid-19 pandemic has had extraordinary health and economic consequences globally and locally.

According to the European Environment Agency, the possibility of exposure to new, emerging and re-emerging diseases, to accidents and new pandemics grows with the increased mobility of people and goods, climate change and poverty.

Globally and locally, health has improved in recent decades when measured in life expectancy, although inequality still exists. In affluent societies, health outcomes are starting to be influenced by obesity. Unless this changes, we face the prospect of future generations with poorer health outcomes than earlier generations, despite advances in medical technology.

3. Chronic unaffordability

Central to the affordability crisis in cities is the major challenge of providing safe and adequate housing. Even those who earn regular incomes are unable to rent or buy affordable housing.

Researchers have found the millennial generation around the world is spending more on housing than any previous generation and has a lower quality of life.

According to the United Nations, only 13% of the world's cities have affordable housing. Affordability is a global concern, not just a problem for us here in Sydney.

The high cost of housing has turned metropolitan Sydney into a city of extremes, with a growing divide between very wealthy inhabitants and those who earn less or are unemployed. An unequal city has consequences for us all, undermining social cohesion and the overall wellbeing of communities.

It can create unacceptable barriers to full participation in the social, cultural, economic and political life of the city. In contrast, a more equal city where we have addressed affordability issues, benefits all of us.

4. Exponential technology changes

Known as the fourth industrial revolution, extraordinary technological advances will touch every aspect of our lives over the coming decades.

Cities all over the world will need to respond in an integrated way, involving everyone from the public and private sectors to educational institutions and civil society.

New and emerging technologies are fundamentally changing the economy and enabling healthier living – especially among ageing populations. They are advancing exploration, reshaping the urban realm, allowing new work patterns to emerge and redefining traditional relationships between governments and citizens. We are starting to reimagine the human experience of the city.

The World Economic Forum says the technological advances of the fourth industrial revolution are "merging the physical, digital and biological worlds in ways that create both huge promise and potential peril".

The rapid changes are leading to substantial innovation. In 2019, Australia's national science agency, CSIRO, noted advances in additive manufacturing, advanced materials and precision medicine. These advances are accelerating opportunities in fields as diverse as health care, agriculture, environmental science and defence.

There are opportunities for innovators and entrepreneurs to solve global problems and to capitalise on the industrial transformation that will occur. Educational and other programs will be needed to equip citizens with new skills and tools for the future.

Governance systems need to keep up with the pace of change. Data ownership and privacy require a strong ethical framework. Securing data and protecting technology infrastructure against attacks is crucial.

There are transformative opportunities for the City of Sydney. We can improve service provision and enhance the quality of life for our communities. And by attracting leaders in scientific and technological innovations, we can support the growth of the city as a centre for innovation. The smart transformation of the city will require putting data and technology to work to make better decisions, navigate uncertainty and lead to better outcomes.



UTS Tech Lab, Faculty of Engineering and Information Technology
Photo: Anna Zhu / UTS

5. Economic transition and a new green deal

Experts have predicted that the global population and gross domestic product will continue to grow to 2050 and beyond. This is despite a temporary decline due to the Covid-19 pandemic.

As the consequences of the climate emergency become more evident, the economic benefits and costs of moving to a low-carbon economy have become more apparent. A timely and carefully planned transition is key to success.

We see opportunities arising from modern technologies, new industries, lower costs and being among the early movers towards a new green deal. Our city will benefit from driving innovation and technological advancement, rather than depending only on imported solutions.

We expected that as technology disrupted business and work processes, the location of work would change. This transition to remote work gathered pace for some workers because of the Covid-19 pandemic. For others, the move to home offices or remote locations was temporary. Although the workforce is starting to demand more flexibility in work locations, business is still highly concentrated in cities.

Shifts in the nature of work including the growth of the gig economy, have led to precarious employment, which further exacerbates wealth and income inequalities. Institutional processes have not kept pace with these changes.

6. A new social contract

Around the world, the distribution of power between governments, business and civil society continues to shift. Government authority has come under increasing pressure as the public loses faith in political leaders to represent their interests, while some corporations exercise more real power than many nation states. In western democracies, trust in all institutions – governments, businesses, non-government organisations and the media – has declined recently.

While some people move towards populism, there are also calls for greater representation in decision-making and transformative justice. Citizens are demanding improved ethical standards from government and business, including increased transparency. There is growing interest in protecting and expanding public access to the city.

The ongoing tensions must eventually be steered towards a new social contract that provides better governance, environmental, social and wellbeing outcomes demanded by society.

Our international commitments and targets

We are part of some of the biggest international agreements on a better future for our planet. The aspiration and targets in this community strategic plan align with leading global agreements between national and city governments on climate, sustainable development and resilience.

C40 Cities

In 2007 the City of Sydney joined C40 Cities, a network of 97 megacities representing more than 700 million citizens and one-quarter of the global economy. C40 cities collaborate, share knowledge and drive meaningful, measurable and sustainable action on climate change.

C40 cities commit to climate action, leading the way towards a healthier and more sustainable future. Their commitment is to achieve the climate goals of the Paris Agreement at a local level, as well as clean air.

Sustainable Development Goals



In 2015 Australia was one of 193 countries to commit to the 2030 Agenda for Sustainable Development's sustainable development goals. The 17 goals provide a global roadmap for all countries to work towards a better world for current and future generations.

They aim to balance economic prosperity with reducing inequalities and addressing issues related to biodiversity loss and the climate crisis. The goals have 169 targets against which each country reports and measures their progress.

Australia has much to work on if we are to meet the 2030 targets. The *Sustainable development report 2021* ranked Australia last on action in response to climate change among 193 UN member countries. It rated Australia 35th overall on achieving all 17 development goals.

Australia has met the goal for good health and wellbeing, and scores quite well on goals such as clean water and sanitation, and sustainable cities. But the report says "major challenges remain" with taking urgent action to combat climate change (goal 13), affordable and clean energy (goal 7), responsible consumption and production (goal 12), zero hunger (goal 2), conserving and sustainably using the oceans (goal 14) and protecting, restoring and promoting sustainable use of land ecosystems (goal 15).

These goals need considerably more work and federal government and NSW Government policy changes if we are to achieve the targets by 2030. The City of Sydney sees achieving these goals as the collective responsibility of business, civil society and all levels of government. Like our previous plan, this community strategic plan aligns with the international sustainable development goals. Through local actions, we can make a positive contribution to the development of the city and communities, in line with Australia's global commitment.

Resilient Cities Network and Resilient Sydney

In 2015 Sydney became a member of the Resilient Cities Network, pioneered by the Rockefeller Foundation to help cities adapt to and solve the physical, social and economic challenges of the 21st century. The network consists of 98 member cities in 40 countries. It works with city-based chief resilience officers, mobilising communities, city governments, urban practitioners and partners to provide impact-driven resilience strategies and projects.

The network developed a city resilience framework[1] with 12 key indicators that need to be met for urban resilience. These equate to "the elements of a city's immune system".

Resilient Sydney is part of the network and is a collaboration between all 33 metropolitan Sydney councils, the NSW Government, business and communities. Together we developed the Resilient Sydney strategy (2018) that identifies solutions and actions to build resilience across systems in metropolitan Sydney. This community strategic plan has drawn from this strategy to set the direction for the City of Sydney's actions to build the resilience of our local area and its networks, infrastructure, assets and communities.

Sydney's major acute shocks



Sydney's chronic stresses



[1] https://resilientcitiesnetwork.org/downloadable_resources/UR/City-Resilience-Framework.pdf

What our communities told us

The City of Sydney held more than 90 engagement activities in 2018 to 2019 to allow people and communities to actively contribute to the development of Sustainable Sydney 2030–2050. Among those who participated were:

- 5,000 people who completed an online survey
- 1,500 people in workshops
- 2,200 people at street pop-ups and libraries
- 300 stakeholders at a one-day summit.

Though a 3-phase engagement process we captured a breadth of perspectives and explored transformative ideas. The first phase identified what our communities value. Through community sessions, surveys, pop-up activities, storytelling and workshops, we identified what was important to residents, workers, businesses, students and visitors about the future of our area.

The second phase generated ideas through a First Nations Dialogue Forum, stakeholder's workshop, Children's Summit and Youth Summit. We also made a public call for ideas.

The third phase was establishing a Citizens Jury, consisting of 43 randomly selected residents, workers and citizens from across metropolitan Sydney. Over 6 Saturdays, the jury distilled more than 2,500 ideas from the public into 8 transformative concepts that could be turned into concrete actions and carried out by 2050.

Through the process, we strove to create a robust evidence base and reach diverse communities. We sought to elevate the voices of children and young people. We wanted to build consensus for a future vision and be clear about how best to achieve this in partnership with our communities.

We checked in with communities again through a survey of 2700 residents and 1100 businesses on the impacts of the pandemic in May 2020.The themes identified as important in our consultation on the future vision for Sydney – being environmentally responsive, having liveable places for people, getting around the city easily, supporting a future focused and strong local economy and lively, culturally engaged communities remained constant. In fact, concern about the impacts of climate change and the need for action increased. There was also an increased desire to ensure there is support for vulnerable people in our communities.

We have continued to monitor community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects including environmental, greening, land use and cultural strategies and initiatives to create more public space and cycleways in the city.

Along with the findings from a comprehensive research program, what we learned from our communities has shaped the vision and outcomes for the city to 2050.

What follows is a summary of the communities' values, grouped into 5 themes, including the 8 overarching concepts recommended by the Citizens Jury.

1. An environmentally responsive city

Responding to climate change and the climate emergency was an important issue for everyone. This includes:

- reducing carbon emissions
- using resources such as water sustainably
- increasing recycling and reuse
- acting to reduce the impact of our city on the environment
- hearing the voices and concerns of young people about the environment because Sydney 2050 will be their future.

Ideas

Give water a voice; understand the cultural value of water

– First Nations Dialogue Forum

An incentive program that encourages schools, universities and businesses to reduce waste expenditure by rewarding them with green credits

– Youth Summit

Provision of renewable resources off and onsite, such as solar and wind power and the shift to e-transport options

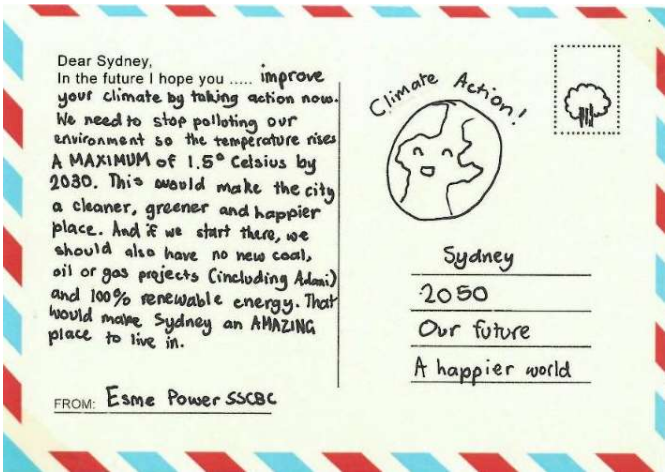
– Stakeholders Workshop

Solar-powered streetlights

– Children's Summit

Citizens Jury concept

Regenerative ecosystem: the City of Sydney becomes a "leader in reversing climate change and restoring the natural environment by giving back more than it takes". Our city has finite natural and financial resources and air pollution, water pollution and water scarcity must be addressed for a healthy city. Buildings must not contribute to the degradation of the city and we must transform waste into materials to feed back into the economy.



Postcard to the future from Esme Power

2. A city for people

- a city that is green with trees and plants
- quality public spaces
- diverse types of housing that are affordable
- a socially supportive community that is safe and inclusive.

Ideas

Create new spaces where Aboriginal and Torres Strait Islander peoples can gather and connect

– First Nations Dialogue Forum

Stimulating, safe places for young people to come together with diverse programs created by young people

– Youth Summit

Create more affordable living spaces by working with community housing companies

– Youth Summit

More pet-friendly places including allowing pets on public transport

– Mandarin workshop

Greening buildings: integrate plants into architecture and not see them as 2 different things

– Youth Summit

Plant native gardens on rooftops

– Children's Summit

Greening of city lanes

– Online ideas portal

Urban rewilding

– Stakeholder's workshop

Sydney Harbour as a main street in 2050

– Business workshop

A multicultural festival where for one night you can sit together and tell stories

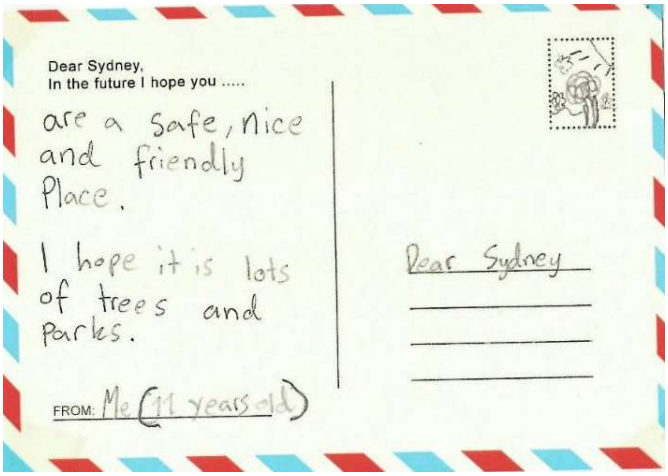
– Children's Summit

Citizens' Jury concept

First Peoples of Australia leadership and representation: the "Traditional Custodians of the land play help shape the city through active participation in governance that is embedded and respectful". The jury wants Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design and functioning of Sydney (Eora).

Participatory governance: a new model of governance that genuinely engages citizens in decision-making on all levels, which is responsive and adaptable.

Housing for all: a city providing a wide range of accessible, affordable and inclusive housing options, promoting social and community cohesion. The jury recognises that the local area is currently unaffordable to many and is at risk of losing a diversity of people in its neighbourhoods and villages.



Postcard to the future from an 11-year-old

3. A city that moves

- prioritising public transport, walking and bikes
- fewer cars
- streets and public spaces for people
- a welcoming city where people can easily get to where they need to go.

Ideas

Car-free Sundays

– Stakeholders' workshop

Reduce car dependency: Promote equitable access to our spaces by putting people who walk or cycle and public transport first

– Youth Summit

Provide 24-hour public transport

– Online ideas portal

Electric vehicles in the city

– Children's Summit

Citizens' Jury concept

Moving efficiently and sustainably: a city with efficient, people-focused transport that is car-free, green and enjoyable. A city where there is space to walk, bike, stroll, jog, chat, rest, relax and enjoy life.

4. A city with a future-focused economy

- A city that is optimistic about future opportunities in education, jobs, innovation and the economy
- A city with digital infrastructure that sustains the creation of new jobs and allows businesses to respond to changing customer needs
- Young people see the future of jobs as automated and highly connected.

Ideas

Economic independence and employment pathways

– First Nations Dialogue Forum

Improve public spaces with advanced technology

– Youth Summit

Creating a circular economy that encourages recycling and reuse of material

– Stakeholders' workshop

A business hub for pollination of ideas

– Stakeholders' workshop

Investing in innovation and diversifying the economy to retain a competitive edge

– Stakeholders' workshop

"I'm excited about Sydney's future that supports entrepreneurship and innovative ideas and startups"

– Advisory panels' workshop

Reliable, high-speed internet and access to nimble, fit-for-purpose technology

– Business workshop

Sydney's brand should be the "Welcome City"

– Business workshop

Citizens Jury concept

Innovative and future ready: a city ready for emerging technologies and changes not yet anticipated. To realise this concept, the jury advocates supporting the creation of fresh ideas as well as the environment to incubate those ideas into new industries. This must include affordable training, as it is essential in preparing people for future technological challenges. It also recommends the City of Sydney establishes a fund for local innovators, so the city does not lose "our brilliant ideas". The international investment community could contribute to the fund.

A 24-hour city: Sydney to be a vibrant, lively, culturally diverse city open 24 hours a day. A city that has a soul and an identity people can enjoy at all times. The jury wants Sydney to have safe, efficient 24-hour public transport and a thriving night-time economy that includes live music, theatre, art, shopping, health services, food and education. This is integral to making the city more liveable, lifting our economic performance and improving our global standing.

5. A lively, cultural and creative city

- culture and heritage woven through the city
- bold ideas and a unique identity
- diverse shopping and entertainment options, with vibrant local businesses and thriving main streets
- a lively, embracing nightlife
- a city where locals and visitors gather for cultural experiences in public spaces
- a city that artists and creative workers can continue to call home.

Ideas

Cultural spaces and places. We need to be able to reach back into our culture and history and bring it into the present

– First Nations Dialogue Forum

Affordable space for creatives to work

– Stakeholders' workshop

"Corporate champions" as creative city ambassadors

– Stakeholders' workshop

Renovate the decommissioned railway tunnels beneath the city centre, converting them into a web of passageways for commuting, creativity and the arts

– Youth Summit

Platforms for emerging and young artists to showcase their work

– Nightlife and creative workshop

Celebration of diversity is key to the character of the city's culture

– Nightlife and creative workshop

Create a place where people share their creativity, put aside their differences and express themselves, limitless!

– Children's Summit

Citizens Jury concept

Embed creative arts in everyday life: a future where creative arts are alive, interwoven and celebrated in everyday life; where creative arts are more accessible for all people and invigorate and strengthen our cultural identity. The jury wants Sydney to be lively, culturally diverse and an entertainment and recreational hub.

The communities' vision for the future

Our communities support our green, global and connected city. This is what that means.

Green

We support a sustainable future where everyone in the city does their part to respond to the climate emergency and contributes to improving environmental conditions on the planet.

It means citizens responsibly reduce their environmental footprint by cutting what they consume, minimising waste and sharing resources.

Business and institutions take the lead in research, investment and innovation to remove carbon and transform our economy.

A regenerative circular economy is driven by new design and manufacturing techniques with producers taking responsibility for their products' life cycle.

The city is naturally cooled by trees and greenery, helping support wellbeing and improving amenity.

Our collective voices and actions influence others, locally and globally.

The city and communities adapt to be resilient to the impacts of the changing climate.

The city is planned so that housing, transport, facilities, infrastructure and open space allow people to be close to their jobs and what they need for daily life.

Global

We support our city being a leader in our region for just and sustainable growth, creativity and innovation. It has a thriving 24-hour economy and opportunities for all.

It means the real history of our country is acknowledged and truth telling elevated to enable us to go forward together with Aboriginal and Torres Strait Islander peoples in a true spirit of reconciliation.

Everyone in the city has an opportunity to participate in its economic, social and cultural life and reach their full potential.

Our global orientation and connections keep the city at the forefront of sustainable investment, jobs and businesses as an international gateway and leading destination for talent, business and leisure visitors.

We work collaboratively to enhance Sydney's reputation as a welcoming, diverse, inclusive and safe city that works to restore its natural environment and ecosystems.

Investment and support for creativity and innovation leads to strong economic growth.

New business models diversify our economy and business takes the lead in the transformation to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public space supports the city's thriving cultural life. Curiosity and experimentation are encouraged. Leadership, bold ideas and new talent are rewarded.

Smart, resilient infrastructure supports business investment and services our communities.

Business, government and communities are part of global networks and are active participants in global knowledge exchange.

Connected

We have social, business, cultural and physical connections within the city that allow us to reach our full potential and adapt to changes and withstand adversity. It means people look out for one another and feel safe.

Community cohesion is stronger because of our efforts to learn from, understand and connect with one another.

Communities, particularly children and young people are engaged, use their voices and actively participate in governance and decision-making processes.

People and organisations within the city are prepared for and able to recover from most situations.

Our city celebrates and strengthens its diverse, multicultural communities and everyone feels welcome.

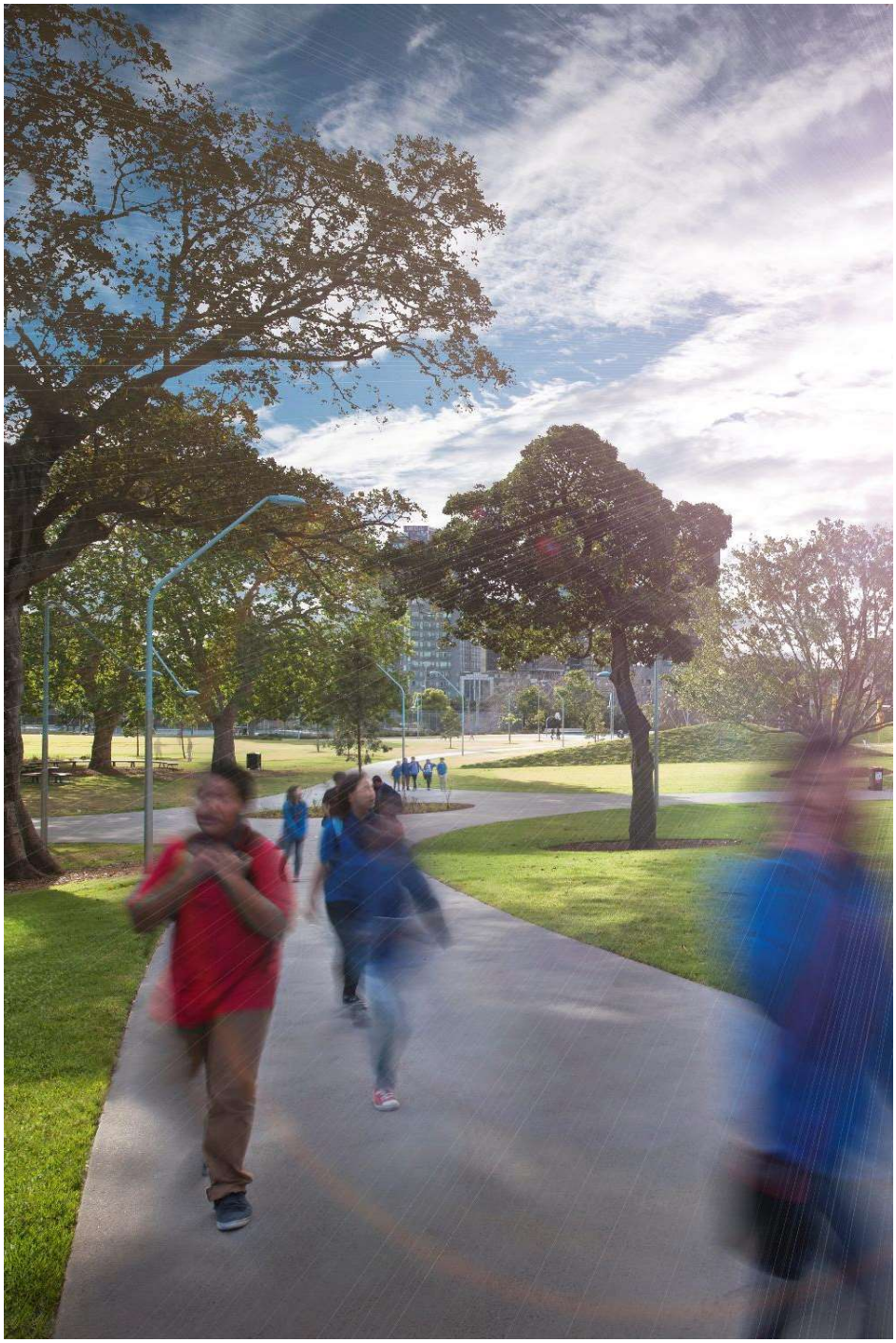
Our lives are enhanced as our diverse communities contribute to the richness of the city's culture, where we record and share our stories, our history and our local creative achievements.

The city's distinctive local neighbourhoods provide strong focal points for community life, enriching experiences, recreation and simply coming together – all essential for health and wellbeing.

We can walk and ride bikes around our city and enjoy good public transport connections to the rest of metropolitan Sydney.

People feel connected to their city and to one another. These connections create the capacity to adapt to change and withstand adversity.

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.



Ten targets to measure progress

1. **By 2035 we will achieve net zero emissions** in the City of Sydney local area.

2. **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover.

3. **By 2030 residential potable water use will be reduced to 170 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.

4. **By 2030 there will be a 15% reduction in waste generated** by each person based on 2015 levels. And by 2030 there will be **90% recycling** and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.

5. **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.

6. **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.

7. **By 2036 there will be at least 40,000m^2 of new cultural production floor space** in the City of Sydney local area compared to 2017.

8. **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.

9. **By 2030 every resident will be around a 10-minute walk** to what they need for daily life.

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

Image on previous page: Walkers at Prince Alfred Park
Photo: Josef Nalevansky / image Cloud Pty Ltd

Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in its decision-making.



Town Hall, Sydney
Photo: Katherine Griffiths / City of Sydney

We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The City of Sydney strives to reflect the needs and wants of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contribution. We will work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

We respond to the climate emergency

The City of Sydney responds to the climate emergency by taking bold steps to reduce the city's environmental footprint and transition to a zero-carbon and regenerative economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it be done in a way that is equitable and inclusive, with no one being left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

We build the resilience of our society and economy

The City of Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to a range of shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses are that our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

Our communities are engaged in the governance of their city

The City of Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

We lead through stewardship and collaboration

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we are required to understand what our communities' value and the values we have in common, then act in line with those shared values.

As steward of this city, we will ensure that we embrace innovation and are prepared for, respond and adapt to change.

Our communities are also impacted by decisions outside our boundaries and we seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

Our organisation is governed responsibly and sustainably

The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions.

We will ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.



Ten strategic directions

A framework for action

The next sections of this plan sets out 10 strategic directions that gather together related issues and outcomes.

For each strategic direction, we set out:

- the current situation and why we need to act on that issue or theme
- what our communities told us
- objectives and outcomes by 2050 and how we'll measure progress over time
- the role of the City of Sydney and our key partners
- the strategies that will include detailed actions to support these outcomes

The 10 strategic directions are:

1. Responsible governance and stewardship
2. A leading environmental performer
3. Public places for all
4. Design excellence and sustainable development
5. A city for walking, cycling and public transport
6. An equitable and inclusive city
7. Resilient and diverse communities
8. A thriving cultural and creative life
9. A transformed and innovative economy
10. Housing for all

Image on previous page: *Ever Sun*, 2021, Rochelle Haley. Performers: Angela Goh, Ivey Wawn, David Huggins, Patricia Wood and Alice Weber
Photo: Jess Maurer



Direction 1: Responsible governance and stewardship

Why we need to act

The challenges that face cities like Sydney are complicated, perhaps more so now than at any other time. Our capacity and resilience have been tested by the impact of numerous crises in recent years, including bushfires, floods and the Covid-19 pandemic.

Our role is a provider of services. Beyond this, it is the convener and facilitator of all the other forces essential for the success of the city, bringing together governments, civil society, businesses and academia to achieve better outcomes with and for our communities.

Galvanising our communities and other levels of government to move faster to a zero-carbon future while adapting to our changing climate, water scarcity, increased heat and an increasing number of extreme weather events, are complex issues that require integrated, collaborative and sophisticated governance solutions.

Challenges facing growing cities like ours – declining housing affordability, inadequate public transport, worsening traffic congestion and insufficient infrastructure and services – are often attributed to rapid population growth. That is part of the problem.

Governance of our metropolitan area is another contributing factor. When every level of government and government agencies plan in isolation from each other, the result is poorly coordinated provision of the infrastructure and services needed.

Metropolitan Sydney needs new models of governance. Partnership, collaboration and cooperation are essential to achieve holistic outcomes for our communities.

In conjunction with these new models of collaborative governance, we must use a place-based approach in all levels of government to sequence and provide infrastructure and services.

Trust in government and other institutions has diminished and we must ensure that our communities know that our decision-making is people-centred, transparent and evidence-based.

Image on previous page: Launch of the Resilient Sydney strategy
Photo: Katherine Griffiths / City of Sydney

To meet changing community expectation, models for public engagement and participation in decision-making must also change. We must continue to build deeper engagement using deliberative processes and new digital opportunities, working in partnership with Aboriginal and Torres Strait Islander communities, with children and young people as our future leaders and through inclusive approaches that respect the diverse communities of Sydney. We are clear about the role the community plays in shaping projects and follow the principles and approaches adopted in our community engagement strategy.

Our provision of high-quality services, facilities and infrastructure for communities needs to be balanced with planning for long-term strategic projects, often with a consortium of partners.

Sustainable development must be underpinned by a commitment to achieving a sustainable financial position over the long term for local government. This means bringing government and business together to cooperate on development priorities, as well as financing and investment models.

A critical challenge for local government generally, and the City of Sydney specifically, is that the capping of rates revenue by the NSW Government is misaligned with the growth in demand for services, facilities and infrastructure. We need to find new ways to meet the service demands of a growing population with proportionately less revenue.

Technology and data platforms are available and can be put to work to support planning for change and growth in the local area, better decisions and service responses.

Whether as leaders of business, of civil society or of government, we all have a role to play as stewards of the city.

What our communities told us

Our communities wanted to be involved in shaping their city and local neighbourhoods and the city to be well-governed. They expected that in future they would have more opportunities to participate in decisions made by government. They hoped that local solutions would be created by local people working with government.

Local communities wanted transparent and accountable government. They expected governments to be more transparent, sharing information to empower citizens in their everyday lives.

Our communities had an extremely high expectation that all levels of governments would work better together for effective outcomes for the city. They had the same high level of expectation that the City of Sydney would collaborate with business, academia, and community organisations to find solutions to city and community issues.

A concept the Citizens Jury put forward was a “new model of participatory governance, that genuinely engaged citizens in decision making on all levels, and is responsive and adaptable”.

The jury also wanted our governance model to include leadership by Aboriginal and Torres Strait Islander peoples. The jury said: “We want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded [and], respectful”.

Through our regular engagement program which includes consultation on over 70 projects a year, people are clear about the importance of having a say on decisions that affect their lives. They value the opportunity to learn about the projects that are shaping their city, to hear from each other and to be able to engage both face-to-face and online. They want engagement to be inclusive, representative and to build relationships.





Image Upper: Children's Summit, one of the ways primary school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050.
Image Lower: Youth Summit, one of the ways secondary school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050.
Photos: Photo: Katherine Griffiths / City of Sydney

2050 outcomes

Our organisation continues to evolve to provide governance and leadership for the city and communities.

1.1 The City of Sydney provides effective governance and leadership	1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future	1.3 The City of Sydney is financially sustainable over the long-term	1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney	1.5 The transformation of the city is enabled by successful partnerships and collaboration
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Transparent, consistent, and ethical decision making ensures the public has trust and confidence in the City of Sydney	The City of Sydney has played a role in Closing the Gap, is a culturally safe organisation and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services we fund and accommodate in our properties * Closing the Gap priority reform three	The City of Sydney embodies best practice in its approach to corporate responsibility and financial sustainability	Collaborations with metropolitan councils and other partner organisations take advantage of opportunities and solve urban challenges	Progressive approaches to collaboration and partnerships across levels of government and with local, national, and global partners have transformed the city
Climate change considerations are embedded throughout our organisation, and are integrated in all our decisions, anchored in science, and incorporate Indigenous knowledge, intergenerational equity and social justice	The City of Sydney is comprised of people who are culturally competent and who reflect the diversity of the communities we serve	The City of Sydney's resources are managed to meet the needs of our communities and remain financially sustainable over the long term	The City of Sydney contributes to the reform of revenue and financing mechanisms for local government in NSW, ensuring sustainable levels of income are aligned with growth in infrastructure and service demand	Partnerships and collaborations with leading business, academic and community organisations deliver environmental, social, cultural, and economic benefits for the city
Fit for purpose governance systems ensure the City of Sydney can monitor performance and pursue outcomes	The City of Sydney is comprised of empowered and capable employees who serve as champions for the community and the public good	Robust financial planning, effective asset, resource, procurement, and contract management ensure the City's sustainable financial position is maintained.	Collaboration with other capital city councils and organisations achieve local and metropolitan-wide outcomes	Expertise from specialists, other city governments and those with an interest in the future of the city has contributed to the transformation of the city
Conscious and appropriate management of risk and opportunity is core to the City of Sydney's decision making	The City of Sydney is the custodian of information and data on behalf of the community it serves, committed to ethical use, equitable access, and proactive publication and sharing including providing data to support Aboriginal and Torres Strait Islander communities to close the gap * Closing the Gap priory reform four	A diversified income base with innovative financing models ensures the City can provide the infrastructure, assets, programs, and services for our communities		
Policies and decisions are evidence-based	Our systems, resources and capability are responsive to changing service needs	Exploration of different ownership and management models enable social and cultural programs, assets and services to be sustainably delivered into the future		
	The innovative use of data and technology informs, engages, educates and improves services to the community			

1.1 The City of Sydney provides effective governance and leadership	1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future	1.3 The City of Sydney is financially sustainable over the long-term	1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney	1.5 The transformation of the city is enabled by successful partnerships and collaboration
Measuring progress Decision making is informed by specialist advice: number and breadth of Advisory Panels, Committees and Working Groups established by Council	**Measuring progress** A new Community Wellbeing Indicator is proposed to be included the next and ongoing surveys to measure cultural safety. * Closing the Gap priority reform three	**Measuring progress** Operating Performance Ratio: Benchmark >1 Own Source Revenue Ratio: Benchmark >60% Building and Infrastructure Asset Renewal Ratio: Benchmark >100%	**Measuring progress** Summary of projects and outcomes as reported every six months	**Measuring progress** Formal and informal partnerships as reported in the annual report
	Proactive release of information and data, including with Aboriginal and Torres Strait Islander people reported annually * Closing the Gap priority reform four			

Our role

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Metropolitan Sydney councils
- Business community
- Community organisations
- Federal Government
- NSW Government
- Regulatory and standards organisations
- Resilient Sydney
- Resilience NSW
- Residents
- Peak bodies and member-based organisations
- Council of Capital City Lord Mayors

Deleted: Resilient

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Resourcing strategy 2021
  - Long-term financial plan
  - Asset management plan
  - People strategy
  - Information & technology strategic plan
- Investment policy (2021)

- Digital strategy (2017)
- Smart city strategic framework (2020)
- Corporate sponsorship policy (2019)
- Grants and sponsorship policy (2021)
- Code of conduct (2020)
- Audit risk and compliance committee charter (2012)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





City of Sydney staff assist in the 2020 bushfire recovery
Photo: Katherine Griffiths / City of Sydney



Direction 2: A leading environmental performer

Why we need to act

The climate emergency is a major challenge facing cities. To avoid catastrophic environmental change, the world must limit the global temperature rise to 1.5°C. The scale and urgency of the transformation required to achieve this is enormous.

Australia's Bureau of Meteorology recently gave evidence to the Australian Parliament that the country is on track for a warming of 4.4°C this century. This would be catastrophic for our society, health, economy and environment. Many areas would be unliveable and there would be mass extinctions.

Under the Paris Agreement and Glasgow Climate Pact, most countries, including Australia, have agreed to halt warming at 1.5°C or 'well below' 2°C above pre-industrial levels. The Glasgow Climate Pact recognises that this is the critical decade and that emissions need to be reduced by 45% by 2030 relative to 2010 levels and net zero by around mid-century.

The International Energy Agency estimates that the longer-term global emissions trajectory has shifted from above 4°C, before the Paris climate accord, to 1.8°C, after the Glasgow accord[2]. However, a review by Climate Action Tracker[3] of existing 2030 goals and policies shows a 2.4°C rise. More needs to be done to limit it to a maximum of 1.5°C.

Figures released at the COP26 Climate Summit show carbon emissions for each person in Australia are 5 times greater than the global average.

The City of Sydney's target is for net zero emissions in our area by 2035.

Around the world, cities and countries are setting even higher targets and taking action to reduce local emissions, protect water sources, manage waste innovatively, increase canopy cover and protect biodiversity.

Image on previous page: Sapphire Wind Farm, supplier of electricity to City of Sydney
Photo: Saphire Wind Farm, Inverell, NSW

[2] https://www.iea.org/commentaries/cop26-climate-pledges-could-help-limit-global-warming-to-1-8-c-but-implementing-them-will-be-the-key

[3] https://climateactiontracker.org/documents/997/CAT_2021-11-09_Briefing_Global-Update_Glasgow2030CredibilityGap.pdf

Australian cities have a high environmental footprint for each person. Benchmarked against global peers, the carbon-intensive growth model of metropolitan Sydney – which covers 33 council areas – is becoming a distinct disadvantage. In 2021 metropolitan Sydney ranked 38th out of 48 leading global cities for per person CO^2 emissions. We have the resources and capabilities to accelerate action, so we must make bold steps now to reduce this footprint.

The costs of inaction now outweigh the costs of acting. There are also economic benefits for those who take a leadership role.

Environmental action has been a priority for our communities for more than a decade. It is imperative that we continue to work together, with greater urgency, to reduce our impact and build resilience to the impacts of a changing climate.

Limiting global heating to 1.5°C requires major changes to energy production and resource consumption. We need to transition faster to renewable energy and change how we live and work in our city to cope with these impacts. Buildings and infrastructure built today need to be future-proofed – ready to cope with the climate extremes of coming decades.

Around 70% of the city's emissions come from using electricity. We must make the transition from fossil fuels to 100% renewable energy as soon as possible, because every tonne of emissions increases the magnitude of climate change and future risks such as more frequent and severe heatwaves, droughts and intense storms.

Even with more renewable energy in the grid, we still need to make our buildings highly efficient. This will reduce emissions, save money, and make buildings more resilient and comfortable. The most cost-effective way of achieving energy efficiency is during the design and construction stages of new buildings. But with many older buildings that will still be in use in 2050, it is essential we invest in retrofits.

As we create new solutions to meet our challenges, we need to do so in an inclusive way. People already marginalised in our city are likely to suffer disproportionate impacts from climate change and urban hazards. We need to share responsibility for a just transformation for local and regional communities that depend on fossil fuel industries.

To date the city's emissions footprint has measured only our direct impact. If emissions associated with goods produced elsewhere but consumed here were included, it would roughly double our emissions footprint. Globally 45% of emissions come from making products.

This could be avoided by reusing, repurposing and recycling materials instead of disposing of them as waste in landfill. It is part of the shift to a circular economy, which requires transformational changes to product design, material use, producer responsibility, consumer behaviour and economic structures. New infrastructure that keeps materials in the manufacturing system for as long as possible will need to be developed.

We also need to rebuild the communities' confidence in waste and resource management. Inconsistency across the industry has led to some confusion among residents and business about what is recyclable.

These challenges cannot be successfully addressed by individual councils acting alone. The NSW Government needs to demonstrate leadership in planning for adequate waste and resource treatment capacity and use its legislative power to facilitate circular economy outcomes across all sectors.

As our city gets hotter and our regions drier, we will need to ensure an adequate water supply for drinking, to green our city and improve resilience to increased heat and drought. An increasingly variable climate means there is uncertainty over the future rainfall that will fill our dams and support our water supply system. Considering our increasing population, we clearly need to diversify our water sources.

Stormwater pollution is a major contributor to declining waterway health. We need to intercept stormwater, slow it down and treat it to improve the water quality for reuse or release into our waterways.

We want to feature water in our urban environment, creating places that people naturally come to gather, exercise, relax and celebrate. We also need to rectify damage to our waterways caused by Sydney's industrial past. Highly polluted parts of our harbour need to be cleaned up so waterways can be used for recreation and to improve biodiversity.

Intense storms and rainfall are predicted to increase in frequency and severity. This will increase the risk of flooding in some areas. In low-lying and coastal areas, this will also be exacerbated through sea level rise.

Water and greening are essential strategies to combat the growing problem of urban heat. We could see the annual number of days over 35°C in our city quadruple from 3.7 days in 2015 to 15 days by 2070. Rises in extreme heat could put a strain on infrastructure and increase community health problems such as heat stress, respiratory issues and insect-borne disease.

Planting more trees and plants will help cool the city, create more liveable places, and support our wellbeing and urban biodiversity. The tree canopy cover in our streets and open spaces has increased over the past decade. But most land in the City of Sydney area is privately owned and there has been little increase in canopy on this land. We will need improved mechanisms to equitably green the city.

Climate change poses significant risks to biodiversity, with plant and animal extinctions projected to increase. The climate crisis really is a nature crisis. We need to protect and maintain the biodiversity that exists in our city, looking after areas of urban bushland and wildlife corridors.

As shown during 2019/20, bushfires beyond our area can have a devastating impact on air quality in the city. Bushfires indirectly impact the city's food supply and the availability of emergency response staff and resources. One way to restore natural systems and mitigate risk from future bushfires is for private landowners and governments to fund cultural burning by Aboriginal practitioners around the country. For example, to offset emissions, the City of Sydney purchases carbon credits from Indigenous-owned businesses that practice traditional burning as part of land care.

Food production is highly sensitive to climate, with extremes like drought or flooding having major effects on crop yields and livestock production. While modern farming technologies and techniques help to reduce risk and boost production, the longer-term impact of recent droughts and widespread bushfires on agricultural production highlights a major potential vulnerability in the future.

Precinct-scale solutions for energy, water and waste are a major opportunity for urban renewal. But a lack of legislation, regulation and policy, as well as the pricing of energy, water and waste, limit precinct-scale infrastructure in the city.

We need to act swiftly on multiple fronts, and at all levels of government, to address these environmental challenges and create a sustainable and prosperous city. To do this our economy will need to realign with climate mitigation and adaptation needs, adopt new circular models and find alternatives to traditional sources of wealth.



Green Square water recycling plant
Photo: Katherine Griffiths / City of Sydney

What our communities told us

Overwhelmingly, people wanted the City of Sydney to respond to climate change. It was an important issue for everyone, across age groups and gender and whether they are residents, workers, visitors or business owners. Acting on the climate emergency was of critical importance to young people. It continued to be a highly important concern during the Covid-19 pandemic.

Aboriginal and Torres Strait Islander peoples identified understanding water as a way of healing Country and returning to values and connections that are synchronised with the environment.

People wanted a city with sustainable management of waste and use of resources, reduced emissions, fewer cars and less congestion, more electric vehicles and more public transport and active travel. They strongly endorsed more recycling, reuse and waste reduction, especially of plastic.

People acknowledged that the most vulnerable in our communities often bear an unequal share of the consequences of climate risks or the effects of our changing climate. They clearly articulated that a green city with plants and trees is an important response to climate change.

A Citizens Jury concept envisaged the city having a ‘regenerative ecosystem’, being a leader in reversing climate change and restoring the natural environment. Among its recommendations was having 100% renewable energy, including multiple micro-grids and a circular economy with zero waste. They want repair, refurbish and reuse centres and micro-recycling facilities that produce products. Other ideas include expansive greening of the city, urban farms and ocean regeneration.



Sydney Park
Photo: Josef Nalevansky / Image Cloud Pty Ltd

2050 outcomes

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced	2.2 Greening has increased to create a cool, calm, and resilient city	2.3 Water is managed to support a resilient, sustainable, and liveable city	2.4 A circular economy approach is embedded in products, services, and systems	2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
The city is regenerative, contributing positively to the planet, society and to peoples' lives	Increased canopy cover and landscaping keep our streets and buildings cool and improve our health and wellbeing	Water is celebrated and the harbour is a focal point for social connections and active lifestyles	Resources are retained for as long as possible within the product lifecycle and disposal is minimised	A shared responsibility for actions and environmental impact results in change
Actions are effective, reducing harm quickly and efficient, delivering the greatest benefit for the least cost	Nature is integrated with the urban landscape, providing wildlife habitat, and supporting healthy ecosystems	Potable water consumption is minimised through efficiency measures, water recycling and more effective use of rainwater and groundwater	Infrastructure and manufacturing processes are in place to capture and re-use all material streams to minimise reliance on new materials	Communities are supported to deal with the impacts of climate change and equity is improved
All activities and the built form of the city contribute to achieving net zero emissions by 2035 or sooner	Everyone has access to green spaces where trees, vegetation, and water, enhance our climate resilience	The use of recycled water at building, precinct and metropolitan scale has reduced our reliance on potable water	The full environmental impact, including embodied emissions, of all products is transparent	Climate risk is integrated into business and personal decision making
Economic growth remains uncoupled from carbon emissions to maintain our standard of living	Respectful engagement with Aboriginal and Torres Strait Islander peoples supports their aspirations to connect with and care for Country	A range of strategies ensure water quality has improved		
		Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases		
Measuring progress	**Measuring progress**	**Measuring progress**	**Measuring progress**	**Measuring progress**
As at 2019/20 emissions across the local government area have reduced by 26% from 2006 levels	Canopy cover across the local government area was 19.1% in 2020, an increase from the 2008 baseline of 15.5%. Our target is 27% by 2050	As at June 2020, potable water consumption per resident was 190.9 l/person/day, representing a 8.4% reduction on the previous year. Our target is 170 litres per person per day by 2030	As at June 2020 waste generated per person is 15% lower than in 2015, which is on target	Air quality across the area consistently meets national guidelines for particulate matter, nitrogen dioxide, ozone, and sulphur dioxide
We report emissions based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) 4 – an international benchmark	Green cover across the local government area was 33% in 2022. Our target is 40% by 2050	As at June 2020, potable water consumption for commercial use was 2.34 l/m2/day. A 9% increase from the 2018/19 baseline. Our target is a 10% reduction by 2030	As at June 2020, 47% of residential waste was diverted from landfill and recycled. Our target is 90% by 2030	

Our role

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Business community
- Federal Government
- NSW Government
- Industry bodies
- Regulatory and standards organisations
- Resilient Sydney
- Residents
- Community organisations
- Not-for-profits and NGO's

Deleted: Groups and

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Environmental strategy (2021–2025)
- Leave nothing to waste – waste strategy and action plan (2017–2030)
- Adapting for climate change (2015)
- Making Sydney a sustainable destination (2018)
- Sydney's sustainable office buildings plan (2018)
- Residential apartments sustainability plan (2015)
- Greening Sydney strategy (2021)

- Street tree masterplan (2011) (update in development)
- Urban forest strategy (2012) (update in development)
- City plan 2036: local strategic planning statement (2020)
- Green environmental sustainability progress report (annual)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





One of the City of Sydney's fully electric Nissan LEAF vehicles

Photo: Katherine Griffiths / City of Sydney



Direction 3: Public places for all

Why we need to act

The best cities in the world are those with public places that encourage people to come together, whether as part of their daily lives or to attend large events.

We have great attributes to reinforce a unique sense of place and create a more liveable city that builds on our distinctive character and beautiful harbour landscapes. A thriving, welcoming city provides places designed for everyone, including people from a multitude of cultural backgrounds, people on low incomes and people with disability. This enables the social life of the city to flourish and for all to participate equally.

Providing high-quality, inclusive and accessible public places for people is essential. Yet access to public places is increasingly contested, and in the decades to 2050 likely to be more so. Our population is likely to grow considerably by 2050. Estimates from 2019 see as many as 2 million people occupying the city daily, up from about 1.3 million at that time. Daily occupancy numbers were significantly reduced during the height of the Covid-19 pandemic.

In the city centre, the movement of people, goods and vehicles is important. But it is essential that we make sure people feel safe, welcome and encouraged to stay. And it is also important to provide reasons to visit, so the city is not just considered a place for work and business.

When we visit or stay longer, we also engage in the life of the city, including the businesses that operate in the city. The same is true for each of our main streets. This means having more inviting, accessible places where people want to gather. Public art has a role to play, as does the equipping of some spaces for performance and other creative uses.

Barriers in public places make it difficult for people with disability and others to participate and work in our communities. Our public areas need to be inclusive and accessible.

Not everyone is able to walk, ride bikes or use public transport. People with disability and people with chronic health conditions are often reliant on private transport and access to mobility parking or places from where they can access key parts of the city, particularly in the city centre. So, it is important that while reducing our overall reliance on cars in the city, we maintain priority access for those who need it.

Evidence shows that the quality of the place matters when decisions are made on investment and business location. High-quality urban environments, including public spaces, are central to attracting and retaining talent in the city.

Our communities' desire for access to open green space has increased during the Covid-19 pandemic, particularly when public health orders required people to stay at home for much of the time. As most city residents live in apartments, communal spaces on public and private land became sought-after places for respite and recreation.

Image on previous page: Paddington Reservoir Gardens
Photo: Josef Nalevansky / City of Sydney

Access to space will become increasingly contested. We need to consider how additional space can be found in the city.

Large tracts of open green space, where it is possible to be close to nature, are essential for our mental and physical wellbeing. Those same green spaces also reduce heat in our urban environment. But it will be challenging to create more of these spaces within the confines of an already established city. We need to find creative solutions to opening or sharing existing space and turning grey spaces into green spaces.

We also need to find ways to manage the use of space to meet multiple needs and avoid friction. Data about how, when and by whom places are used will play an important role in achieving this.

Communal spaces help build community connections. They include parks, libraries, and community facilities. We need to involve the private sector more in future to consider incorporating public and communal spaces in retail centres, school or university facilities and grounds and apartment buildings.

We must consider the effects of a changing climate on streets and public places, building resilience to increasing heat and intensifying storms. We should use structures and trees to create more shaded, cool public places.

We must also consider the quality of the air we breathe. Air quality is impacted by bushfires outside the city, which will be exacerbated by climate change. Air quality is also impacted by traffic, so reducing vehicle movements and moving to zero emissions vehicles is important.

What our communities told us

People expressed their desire for a city that is green with trees and plants and has quality public spaces and places where they can be active, recharge mental health and gather to socialise. The Citizens Jury envisaged creating a city where every space is maximised for the greater community good.

People valued the unique identity and architecture of their neighbourhoods and wanted to see that protected as the city grows. They saw the village main streets as being places for social interaction and building communities rather than just for retail activity. The quality of some of our streets is compromised by the volume of vehicle traffic, so people wanted to see changes to control speed, volume and noise.

The community proposed that the notion of public places should extend to shared, communal spaces in apartment buildings, rooftops and building façades. In an increasingly dense city, these spaces needed to be put to better use – shared more often and turned into green spaces where possible. How to better connect public spaces to one another also needs to be explored.

People wanted services and public facilities to be more available to support their lives in a 24-hour city.

The community deeply valued public space during the Covid-19 pandemic. It was seen by many as an impetus to rethink how we use public space and make more areas available for walking, riding bikes, meeting and cultural and community events.

Using public outdoor space was identified by arts organisations and businesses as an alternative to indoor venues and a way to build confidence and bring people back to the city.

We also heard that the City of Sydney must maintain and indeed enhance its respected role as a “caretaker of place”. People considered this critical to the city’s economic performance.





Upper image: Dyuralya Square, Zetland
Lower image: Crete Reserve, Rosebery
Photos: Katherine Griffiths / City of Sydney

2050 outcomes

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

3.1 Aboriginal people, their history and cultures of this place are evident in the public realm	3.2 Welcoming, inclusive and connected streets and public spaces are created and maintained	3.3 Creativity and culture is embedded in the fabric of the city	3.4 Physical and visual connections to the harbour are strengthened	3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Naming conventions, heritage, design, and management plans recognise and reinforce the connection, history and cultural practice that Aboriginal and Torres Strait Islander peoples have to this place	The city centre is inviting and lively, clean, accessible and safe, with new civic squares and places where people want to spend time together during the day and evening	The city's streets and public spaces support large and small-scale civic and cultural activities	The harbour, unique to Sydney, has more visual and physical connections to the city	Healthy active lifestyles are encouraged, supporting mental and physical wellbeing of communities
Aboriginal and Torres Strait Islander peoples' cultural practice and expression continues as their right and responsibility in the public realm	Main streets are the social and economic hubs in their neighbourhoods, clean, safe accessible and inviting places for people to come together	Creativity and diversity of public art is evident across all neighbourhoods	There will be increased recreational opportunities in and around the harbour	Growing demand is supported by high standards of maintenance and servicing of existing facilities as well as investment in new facilities
Shared decision-making arrangements are in place to ensure that Aboriginal and Torres Strait Islander people benefit from continuing connection to public land in the city * contributes to Closing the Gap priority reform one	Green and shaded avenues, public squares and local streets are more comfortable and spacious places to walk, cycle, meet and socialise	Private spaces are transformed into shared spaces, hosting large and small-scale civic and cultural events		Innovative ways to activate and share spaces are explored to unlock underused spaces
	Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk			
Measuring progress A summary of outcomes will be reported at the end of each four-year period	**Measuring progress** Increase in new public domain space calculated per m^2 on an annual basis, from acquisition, dedications, and road space conversions	**Measuring progress** Community wellbeing indicator How satisfied are you with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in your local area? Baseline (2011) 45%, latest result (2018) 45%	**Measuring progress** A summary of outcomes will be reported at the end of each four-year period	**Measuring progress** Increase in space for parks under the City of Sydney's care and control, calculated per m2 on an annual basis

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Development industry
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Public spaces public life study (2007, 2020)
- George Street 2020: a public domain activation strategy (2015)
- Greening Sydney strategy (2021)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Chinatown public art plan (2015)
- Open space sport and recreations needs study 2016
- City of Sydney public domain codes
- Sydney street codes (2021)

- Public domain manual (2021)
- Legible Sydney design manual (2019)
- Sydney Streets technical specification (2019)
- Sydney lights: public domain design code (2015)
- Inclusive and accessible public domain policy and guidelines (2019)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





Sydney Skate Park
Photo: Chris Southwood / City of Sydney


LIBRARY

Direction 4: Design excellence and sustainable development

Why we need to act

By 2050 two thirds of the world's population will live in cities. Sustainable development can only be achieved by transforming the way we create and manage our urban spaces. It requires us to plan and develop cities to meet the needs of today without compromising the needs of future generations.

Cities globally occupy only 2% of the world's land mass, but they consume over two thirds of the world's energy and account for more than 70% of global CO^2 emissions. However, through good leadership and collaborative action, cities can become more efficient, minimising the use of critical resources and energy, and limiting effects on global heating.

The Covid-19 pandemic has raised questions about the future of cities and high-density living. The virus has had a devastating and sometimes profoundly uneven impact on different groups of people, even in the same city. It is the levels of inequality within a community that have caused such disparity in outcomes, not the density of population.

High-quality, well-designed housing and well-planned neighbourhoods with good access to infrastructure, jobs and services generally lead to good outcomes. When these standards are not available to everyone in the community, there are poor outcomes.

The City of Sydney grew significantly in the decade to 2018, with 30,000 homes built, 67,000 more residents and 116,000 more jobs.

The Covid-19 pandemic has disrupted long-term projections for both residential and economic growth, as much of this was driven by inbound visitors, including international students and migrants. When Australia's international border is open and the pandemic subsides globally, economic forecasts have Sydney returning to pre-pandemic rates of growth – but this may not be until the latter part of the 2020s.

In the long-term, we must continue to plan for increased capacity in the city. The City of Sydney currently can accommodate an additional 115,000 people in 56,000 new homes. We will also plan for an additional 200,000 jobs by 2036. This assumes an average yearly growth rate of about 2.1% for residents and 2% for workers in the city. But there are more people who occupy or pass through our area daily.

Image on previous page: Green Square Library and Plaza
Photo: Katherine Griffiths / City of Sydney

Our challenge is to make the best use of the space and land to include the range of jobs, businesses, homes and other activities needed to support the city's regional role as well as the daily lives of all who use the city.

A further challenge is to support the people who live, work in and visit the city with adequate infrastructure, facilities and services at the right time and in the right locations. This includes infrastructure for transit, health and education, essential utilities and affordable housing, and the technological and digital infrastructure to support an innovation economy, local community facilities and a city that runs efficiently and is easy to get around.

As described in direction 7 on public places, how we provide and manage shared public spaces will become more important. Ensuring everyone has equitable access to high-quality public spaces is essential.

To maintain our competitiveness and attractiveness as a city, we must maintain high levels of amenity and protect the diversity and renowned character of our many unique precincts and neighbourhoods.

High-quality design is fundamental for private or public development. High-quality construction is also of critical importance and we need to support the work of the Building Commissioner engaged by the NSW Government to improve the quality of construction and restore trust in the industry.

We need to design for health, wellbeing and safety. We need to take lessons from the Covid-19 pandemic and make sure our buildings, public places and infrastructure provide spaces that are flexible and consider the needs of current and projected users.

Our changing climate will create risks for wellbeing, environment, infrastructure and the economy, requiring us to adapt and become more resilient. We need to take action to reduce emissions, consume less water and reduce waste. With more frequent and severe heatwaves, flash flooding, droughts and storms predicted, it will be more difficult to manage the city's landscapes and ecosystems and our communities' activities that depend on them.

We must change how we plan for and design the city, its buildings, and public spaces to respond to our already changed climate and emerging urban hazards such as more noise and poor air quality.

With the pace of technological and environmental change, the buildings we design and build today must be flexible and adaptable to avoid them becoming redundant before the end of their expected lives. We should find ways to efficiently retrofit existing buildings to cope with changing conditions.

What our communities told us

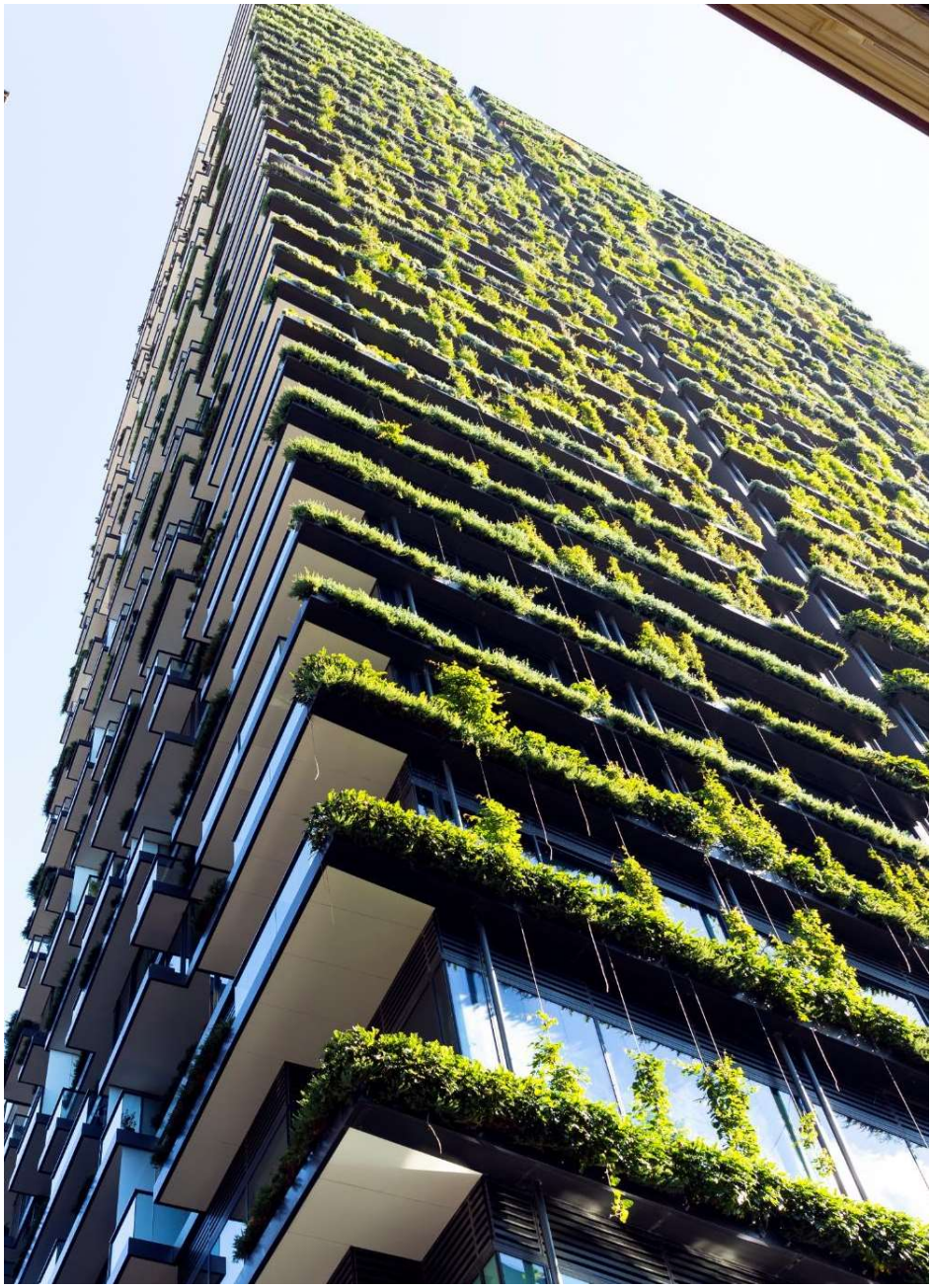
Our communities told us they value the protection of characteristics that make the city unique. This included making visible the presence and history of Aboriginal and Torres Strait Islander peoples. We should also protect aspects of our heritage constructed after European settlement.

Our communities called for high-quality, forward-thinking design to ensure what they described as the "good growth" of the city. A dense but attractive city was viewed as ideal, including more efficient and technology-enabled ways of living.

In planning the city, our communities wanted us to consider how we might encourage precincts to develop and foster the creative and innovation economies.

Essential to supporting the growth of the city is addressing climate change and finding ways to living more sustainably. Our communities said it was important to create a greener, more liveable city. They wanted to be provided with efficient, well-serviced public transport and be able to comfortably walk and cycle shorter distances. These views support our transition to a city that is less reliant on cars and allows more space for people.

As the city grows, our communities have challenged us to reconsider how space is used, including whether public and private spaces are inclusive and accessible and used to their fullest extent.



One Central Park, Sydney
Photo: Getty Images

2050 outcomes

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

4.1 The city's liveability will be enhanced through well planned and designed development	4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities	4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth	4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive	4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
The voices, rights and responsibilities of Aboriginal and Torres Strait Islander peoples are respected in the implementation of Designing with Country and Connecting with Country knowledge and practices	The city is productive and prosperous while maintaining liveability	Collaborative approaches to infrastructure provision will ensure that transit, health, education, open space, water, energy, technology, and other infrastructure are provided and appropriately sequenced to support the city and its communities	Design excellence is integral to major development projects	Planning policies have responded to the climate emergency
Communities live in walkable well-serviced neighbourhoods, supported by mass transit	The planning framework will facilitate a stronger more competitive city centre	Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems will be in place to support the growth of the city and communities	Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting	New buildings and major changes to existing buildings are designed and built to meet net zero standards from 2026
Well-designed neighbourhoods support inclusive, socially connected, and healthy communities	The capacity for innovative and high value economic clusters outside the city centre will be supported	Infrastructure and assets will be planned to withstand the impacts of a changing climate	Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last	The impact of a changing climate has influenced the policies that determine where and how development can occur in the city
The character of distinctive neighbourhoods and heritage and iconic places valued by communities is protected and preserved	Industry, urban services, and business are supported to grow and evolve in the southern enterprise area, including the Green Square town centre			Major urban renewal precincts offer the highest standards of environmental performance
Measuring progress Every resident is around a 10-minute walk to what they need for daily life Baseline (2017), the following proportions of residents lived within a 10-minute walk (800m) of the following services: fresh food – 99.96%, childcare – 99.39%, health – 100%, leisure – 99.99%, social – 94.98%, learning – 99.98% and cultural – 98.09%. Public open space will be an additional measure in future	**Measuring progress** By 2036 there are around 700,000 jobs in the local government area, including 200,000 new jobs Baseline (2017) 501,786 City of Sydney Floorspace and employment survey	**Measuring progress** Annual investment on acquiring, developing, and enhancing infrastructure and assets	**Measuring progress** Number of design excellence competitions completed A total of 146 competitive design processes have so far been completed (2021)	**Measuring progress** Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening

4.1 The city's liveability will be enhanced through well planned and designed development	4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities	4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth	4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive	4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability
	Extent of commercial floor space in the local area, including occupied and vacant business floor space Baseline (2012) 18,096,215 m^2, latest result (2017) 18,371,384m^2 City of Sydney Floorspace and employment survey			

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Advocate
- Networker
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Development industry
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- City plan 2036: local strategic planning statement (2020)
- Central Sydney planning strategy (2016–2036)
- Sydney landscape code – Volume 1: Single dwellings (2016)
- Sydney landscape code – Volume 2: All development except for single dwellings (2016)
- Public spaces public life (2007, 2020)
- Planning for net zero energy buildings (2021)
- City of Sydney public domain codes:
    - Sydney street codes (2021)
    - Public domain manual (2021)
    - Legible Sydney design manual (2019)
    - Sydney streets technical specification (2019)
    - Sydney lights: public domain design code (2015)
    - Inclusive and accessible public domain policy and guidelines (2019)

- Green Square town centre public domain strategy (2013)
- Green Square infrastructure strategy and plan (2015)
- City centre public domain plans
- Outdoor dining policy (2016)
- Smart city framework (2020)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





Harold Park
Photo: Adam Hollingworth @ Hired Gun



Direction 5: A city for walking, cycling and public transport

Why we need to act

Cities and transport continuously shape each other. A well-planned city balances movement and place. It uses technology to optimise its transport systems to benefit the city, the economy and the health, wellbeing and social connections of its communities.

Cities around the world are already experimenting with how to use space differently, accelerated by the Covid-19 pandemic. They are creating more and improved spaces for people walking and riding bikes, particularly for local trips in their neighbourhoods, in city centres and on high streets. So too must Sydney embrace and adapt to these changes.

The 2021 Benchmarking Sydney's performance, an annual global comparison of metropolitan Sydney with 33 peer cities, conducted by the Committee for Sydney, rated transport and infrastructure 4 out of 10. Metropolitan Sydney ranks highly (third among 29 peers) for the number of new public transport stations opened in the past 18 months or due to open in the next 5 years.

But this investment is yet to overcome decades of underinvestment that sees our existing public transport network under strain. Before the Covid-19 pandemic, nearly half the trains to the city exceeded capacity in the morning peak and the daily population in our local area was approximately 1.3 million people. By 2050 this number could be as high as 2 million.

The Committee for Sydney's research showed that metropolitan Sydney is still a highly car-dependent city by global standards.

Emissions from the transport sector are increasing yearly. In the City of Sydney area, transport was responsible for 16% of emissions in 2018/19. Nationally, transport accounted for 18.9% of emissions (September 2019).

The Covid-19 pandemic has changed the demand for transport services. The Greater Sydney Commission reported that increased working from home and more flexibility in work location and work hours have shifted peak hour travel demand.

This could redirect the focus from planning for what was a growing peak hour to supporting increased demand across the day and evening. Longer term, demand could exist for a 24-hour network to connect the major centres across metropolitan Sydney.

In the inner city we need continued investment in new rail and metro lines and greater public transport capacity, especially for areas such as Green Square.

Image on previous page: Central station transport interchange
Photo: Asad Rajbhoy / City of Sydney

The bus network faces challenges. Buses struggle for speed, capacity and reliability. Bus services converge on the city centre, even in corridors where transfer to rail would be more efficient for most people.

The NSW Government's Metro City and Southwest will open in 2024, and Metro West will open in 2031. This investment can reduce the volume of buses and general vehicles, creating more space for people on major streets. We can make these spaces more attractive and greener.

We need more efficient public transport, with priority given to service and freight vehicles rather than forcing them to queue behind private cars.

Walking and riding bikes should be the first choice for short trips. It is imperative we do all we can to make it attractive and comfortable for people to walk and ride around the city. But there are currently considerable delays to walkers at signals and footpaths are narrow and congested.

Wider footpaths will make walking easier and safer from a health perspective. Upgrading ramps, signs, lighting and the quality of the footpaths will make them more accessible and safer for everyone.

We need to accommodate an even greater focus on freight, servicing and deliveries in the coming decades. The Covid-19 pandemic accelerated online shopping by 5 to 6 times the level of growth in 2019, increasing pressure from deliveries in residential areas. This trend is likely to continue.



Walking to work, Union Square, Pyrmont
Photo: Katherine Griffiths / City of Sydney

What our communities told us

Our communities said they wanted a more walkable city, with fewer or no cars in the city centre.

They hoped for a quality public transport network that prioritised space for people over cars and parking. This included streets with more trees, gardens and plants, plus more space for walking, for children to play and for socialising.

Our communities were concerned about the impact of increasing congestion. They called for more frequent, reliable and affordable public transport and more walking and cycling networks.

The Citizens Jury wants a city with efficient, people-focused transport that is car-free, has connected green corridors and is suitable for all ages and mobility levels. A city where there is “space to walk, bike, stroll, jog, chat, rest, relax and enjoy life”.



Epsom Road Cycleway
Photo: Damian Shaw / City of Sydney

2050 outcomes

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions

5.1 Street space is reallocated for people, places and planting	5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area	5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area	5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport	5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
The city is shaded and cooler, quieter, and calmer, air cleaner, and more space available for people to use the streets	An affordable, safe, and accessible network of public transport supports the 24-hour activities of the global city	People are prioritised by increasing the capacity, quality and amenity of our streets	A network of separated cycleways provides direct and safe access for people riding throughout the city	Access will be maintained for freight, delivery and service vehicles as road space is reallocated
Vehicle speeds and volumes are reduced, making the city centre and local neighbourhoods safer, healthier, and quieter	Most activities within the City are within a 10-minute walk of a rapid, high frequency public transport service.	The experience of people walking will be enhanced for everyone by improving safety, quality, accessibility, and comfort including for children walking in their neighbourhoods and to school	The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use	Nearly all service and loading activity will occur off-street or off-peak; space for traffic, parking and kerbside loading is prioritised for those who need it most
The motorway and distributor network are optimised to carry more through traffic, reducing driving on city streets	People transfer between public transport services in safe, accessible and high-quality interchanges	The city is legible and intuitive to navigate, supported by a comprehensive wayfinding system.	Children can safely use the cycle network to get to school and other activities	Collaboration between businesses will minimise the number of delivery, service and waste vehicles
All public transport, service and private vehicles will be zero emissions		People are prioritised at key intersections, reducing wait times, and improving safety		
Avenues that lead into Central Sydney have been transformed to be greener, with more space for walking and cycling				
Measuring progress Increase in length of separated cycleways throughout the Local Government Area calculated per m on an annual basis Baseline (December 2021) 20,340.96m	**Measuring progress** Journey to work using public transport to the city centre and other locations in the Local Government Area Baseline (2016), 77% city centre, 44% other locations in the Local Government Area. The next update will be provided in 2022 ABS Census	**Measuring progress** Increase in walking in Local Government Area Twice yearly walking counts in the local area measuring average growth across a sample of locations A baseline was established in November 2021 from which change will be measured	**Measuring progress** Increase in cycling in Local Government Area Measure is total trip count at 68 intersections across the local area twice a year, in March and October Baseline (March 2010), 19,152, latest result (September 2021) 36511	**Measuring progress** Kerb space in city centre allocated to deliveries, servicing, and mobility parking A baseline will be established during financial year 2022/23 from which change will be measured on a five-yearly basis

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Connecting our city transport strategy (2012)
- Cycling strategy and action plan 2018–2030 (2018)
- Walking strategy and action plan 2015–2018 (2015)
- Liveable green network strategy and masterplan (2011)
- Legible Sydney wayfinding strategy (2012)
- Neighbourhood parking policy (2018)
- Car sharing policy (2016)
- Central Sydney on-street parking policy (2015)
- Public spaces public life study (2007, 2020)
- Net zero performance standards (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name

of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses



Commented [AB4]: Extreme weather, infrastructure failure and terror attack added to acute shocks and chronic stresses



Light rail and transformation of George Street, Sydney
Photo: Katherine Griffiths / City of Sydney



Direction 6: An equitable and inclusive city

Why we need to act

We want our city to be a place where everyone is included and where people can flourish and fully participate in the social, cultural and economic life the city has to offer.

Everyone in our city deserves opportunity, regardless of where they have come from or what circumstances have shaped their lives.

An equitable society is founded on the principle that all people, regardless of income, should be able to afford the essentials of daily life. These include safe and affordable housing, fresh and healthy food, services such as health care and education, social supports and internet access. We want opportunities to participate in cultural and recreational activities to be accessible to all.

Our research around an equality indicator framework revealed serious inequalities for some groups within our local communities. The effects can be passed on through generations. For example, Aboriginal and Torres Strait Islander peoples experience the ongoing and devastating effects of government policy and practice. From colonisation in 1788 and until at least the 1967 referendum, Aboriginal and Torres Strait Islander peoples were discriminated against and deliberately excluded from economic participation. Children were forcibly removed from their parents and the Aboriginal population was segregated with many people moved into reserves or missions. Many were denied award wages and prevented from owning property.

Denied access to education over decades, successive generations of Aboriginal people were unable to participate fully in the economy. These inequities caused intergenerational trauma and disadvantage in housing, education, health, and opportunities.

But we can act now to redress this. This includes preventing further displacement of Aboriginal and Torres Strait Islander peoples from this area due to unaffordable housing, the high cost of living and gentrification. We recognise these communities' continuous connection to Country, their care and knowledge of Country and the significance of that connection. And we can create economic opportunities.

The National Agreement on Closing the Gap reframes the way government and Aboriginal and Torres Strait Islander controlled organisations work together to deliver services to support communities and address inequality. We will work in partnership with Aboriginal and Torres Strait Islander organisations to deliver on Closing the Gap outcomes in areas we can influence. In areas that fall outside our responsibility, we will listen to the voices of Aboriginal and Torres Strait Islander peoples and advocate in support of these issues.

Image on previous page: Participants gather in Hyde Park ahead of the Sydney Gay and Lesbian Mardi Gras parade
Photo: Katherine Griffiths / City of Sydney

We support the right of Aboriginal and Torres Strait Islander people to self-determination and recognise the need for Aboriginal and Torres Strait Islander voices to be elevated and centred in government decision-making. On the national stage this would be through the constitutional enshrining of a First Nations voice to Parliament.

The broader effects of an unequal society can be reflected in poor health and wellbeing, food insecurity, increased crime rates, reduced social cohesion and declining community resilience and connectedness.

Some people are excluded as opportunities for essentials such as secure work and affordable housing become increasingly out of reach. Lower educational or workforce participation rates mean our economy cannot grow to its full potential.

In our communities, poorer individuals, people with disability and Aboriginal and Torres Strait Islander peoples experience clear inequalities in distribution of income, employment rates, education and occupational skill levels, housing status and costs. The inequalities extend to areas such as health, involvement in public life, and access to and costs around transport.

State-wide evidence shows that some older adults, single-parent families and unemployed people experience some of the highest rates of poverty across metropolitan Sydney.

The Covid-19 pandemic created greater hardship for many marginalised and disadvantaged people than the general population. This included Aboriginal and Torres Strait Islander peoples, people with disability, non-citizens, women and those on low incomes or welfare.

During 2020 women and young people initially bore a greater burden of job losses because of the pandemic. Women, who lost jobs at a higher rate than men in the pandemic, will face more dire long-term consequences due to the economic shutdown. Impacts were expected to be particularly severe for young people. Research suggested they bore the brunt of job losses and cuts to working hours with social impacts expected to flow on for years.

Children and the elderly were also impacted significantly due to the restrictions on movement and access to the services they needed.

Among those who may feel excluded are migrants and other new residents. Over half of the residents counted at the last census did not live in the area 5 years before then. This level of mobility is a consistent trend and can make forming social connections difficult for some.

More than half our residents were born overseas and 40% of our communities speak a language other than English at home. Diversity in language is a strength but can also pose challenges to establishing social connections.

Feeling included and welcome can also be determined by how easily someone can physically access the city. Recent research by the City of Sydney revealed that people with disability still face significant barriers in getting around our city. This can hamper their independent access to employment, medical and government services, recreation and social and cultural activities.

Access to technology is vital for inclusion. Yet at the height of the Covid-19 pandemic, some vulnerable community members had limited or no internet access. Because of Covid-19 restrictions, even certain key services and programs that were previously offered face-to-face were only being offered online.

Addressing inequality and inclusion is complex and requires collaboration and response from all tiers of government. Local government can lead the way, as well as add our voice to broader issues, advocating for change on behalf of the communities we serve.

What our communities told us

Our communities wanted an inclusive city, a place where differences are celebrated. They wanted us to act as only 60% of those surveyed acknowledged that the city was a place where everyone can prosper.

The communities hoped for a just and inclusive society. For Aboriginal and Torres Strait Islander peoples, this meant the right to self-determination and implementing transformative justice models.

People told us of their deep concern about declining housing affordability and how this is undermining social diversity and forcing people to leave communities where they have always lived. This was particularly true for local Aboriginal and Torres Strait Islander communities.

Our communities identified education not only as a pathway to shared economic prosperity but also as a pathway to equal participation and influence in local decision-making.

They wanted the city's design, transport and services to include everyone, prioritising access for those most in need.

As people often experience multiple facets of disadvantage, they wanted a holistic response to issues involving all levels of government working together.

The Citizens Jury proposed a city with "First Peoples of Australia leadership and representation".

The jury said, "We need to promote First Nations' self-determination and empowerment so that ideas are not imposed on people and we don't repeat the mistakes of the past". They added we need a process of truth telling and recognition that deals with the impacts of invasion and colonisation.



Catherine Smith visiting the Customs House library
Photo: Katherine Griffiths / City of Sydney

2050 outcomes

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

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	6.2 Everyone feels welcome and included in the city	6.3 Everyone benefits from equitable economic growth and has financial security	6.4 Communities are engaged and actively participate in the governance of their city	6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life	6.6 There is equitable access to education and learning opportunities	6.7 A sustainable and equitable food system that increases access to nutritious and affordable food
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Respect is the basis on which partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples	Everyone is encouraged to become involved in the city, particularly children and young people	Sydney is a city that is fair and just	Communities actively participate in governance and decision-making processes	Everyone can access the digital assets, tools and services needed to participate in economic and civic life	Adequate provision of equitable, affordable, accessible, high-quality early childhood education and care places support the 24-hour city	Everyone has enough fresh and healthy food to support an active healthy life
Formal partnership and shared decision-making arrangements are in place with the City of Sydney and other levels of government to accelerate policy and local progress on Closing the Gap targets * contributes to Closing the Gap priority reform one	Community volunteers are encouraged and celebrated	Everyone can participate, prosper, and has access to opportunities that facilitate more equitable economic participation.	Communities are appropriately represented in the decision-making institutions and organisations	Citizens have privacy and control over their personal information through data protection, digital confidentiality, security, dignity and anonymity	High-quality public education facilities meet the needs of our communities as they grow and change	Affordable and nutritious fresh food is available and accessible to everyone
Barriers to economic, social and cultural participation and inclusion have been identified and removed	Communication will be inclusive, designed to reach diverse communities	Affordability and other barriers to participation in the economic, cultural, and social life of the city have been addressed	Communities have equitable access to information and data to help them make informed decisions	Digital innovation platforms, living labs and makerspaces enable citizens to contribute knowledge, skills and experience and experiment, collaborate, create new ideas and co-create solutions that benefit people and the city	Everyone can participate in and has access to learning opportunities throughout life	Communities are supported to live healthy, sustainable, and active lives
Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination	Barriers to advance the inclusion of people with disability in our community will be identified and addressed.	Everyone can afford the essentials of daily life: safe and secure housing, healthy food, health care and education and heating in winter	Young people are supported to develop as future civic leaders	A ‘digital urban commons’ ensures communities can access open data, tools and space with ethical digital protections for privacy	Everyone has access to develop digital skills and overcome the digital divide	

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	6.2 Everyone feels welcome and included in the city	6.3 Everyone benefits from equitable economic growth and has financial security	6.4 Communities are engaged and actively participate in the governance of their city	6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life	6.6 There is equitable access to education and learning opportunities	6.7 A sustainable and equitable food system that increases access to nutritious and affordable food
Measuring progress Number of Aboriginal and Torres Strait Islander organisations that the City has formed or maintained a formal partnership Source: Stretch RAP Annual Report * Closing the Gap priority reform one	**Measuring progress** Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44%	**Measuring progress** Community wellbeing indicator: Financially insecure Baseline (2011) 24%, latest result (2018) 16%	**Measuring progress** Community wellbeing indicator: Opportunity to have a say Baseline (2015) 44%, latest result (2018) 40%	**Measuring progress** Community wellbeing indicator: Internet access at home Baseline (2006) 73%, latest result (2016) 90%	**Measuring progress** Community wellbeing indicator: Satisfaction with access to learning and education opportunities Baseline (2011) 53%, latest result (2018) 51%	**Measuring progress** Community wellbeing indicator: Percentage of people who ran out of food and could not afford to buy anymore in the past year Baseline (2011) 8%, latest result (2018) 8%
	Community wellbeing indicator: Survey question: Is it a good thing for a society to be made up of people or different cultures and communities? Baseline (2011) 83% ‘yes’, latest result (2018) 90% ‘yes’		Community wellbeing indicator: Participated in decision making activity Baseline (2011) 22%, latest result (2018) 36%			

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGOs

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- Stretch reconciliation action plan (2020)
- Eora journey economic development plan (2016)
- Inclusive and accessible public domain, policy and guidelines (2019)
- Resilient Sydney (2018)
- Digital strategy (2017)
- Smart city strategic framework (2020)
- Long-term financial plan (fees and charges) (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name

of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





OzHarvest supermarket in Waterloo
Photo: Mark Metcalfe / City of Sydney



Direction 7: Resilient and diverse communities

Why we need to act

A resilient city is prepared, connected and informed. It has networks of individuals, local neighbourhoods, businesses and communities ready to act together in response to an emergency or chronic issue.

The city and its populations, particularly people on low incomes and those experiencing homelessness, are vulnerable to extreme weather events, such as heatwaves and storms, and will be more so in future. Nor are we immune from the consequences of major droughts, bushfires or floods on the fringes of the city or in regional areas.

The complexity and interdependence of its systems makes the city vulnerable to acute shocks and exacerbates ongoing stresses in emergency situations. Extreme events can affect communications, transport, infrastructure and the servicing of the city. Being prepared will help us respond to and recover from these situations.

The Covid-19 pandemic has highlighted the devastating impact major shock events can have on communities and the economy. Existing inequities have been exposed and new ones have emerged. The pandemic required all levels of government and non-government organisations to respond with deep, broad policy, fiscal and social supports.

But it is not just these extreme situations that we need to plan for. It is also important to manage ongoing issues that can increase community stress, such as population growth, increasing living costs, high rates of personal and household debt and chronic illness. We need to plan for health impacts associated with climate change, particularly increasing heat and pollution.

Evidence shows that by working together when disaster strikes, communities, organisations, businesses, government and individuals recover faster.

Being connected to the community in which you live is essential for wellbeing and is the cornerstone of a resilient city. The better we connect with people daily, the easier it will be to cope when community members need to rally and look after each other. We especially need to care for more vulnerable community members.

Recent data from the City of Sydney's community wellbeing indicators shows that only half of our community members are confident they would get help from their neighbours, but almost all would aid their neighbours. This suggests a lot of goodwill but a lack of connection.

Image on previous page: Celebrating the opening of Darling Square Library
Photo: Adam Hollingworth / City of Sydney

Urban loneliness and social isolation have emerged as significant global issues that can impact on wellbeing and physical and mental health. They can also impact on the ability of communities to come together in times of need.

We have noted a decline in social cohesion across metropolitan Sydney. There are multiple risk factors for loneliness and isolation in our area. People move houses regularly and many live here only briefly. In many households residents speak a language other than English. A high proportion of people live alone. Students and younger people can be particularly at risk.

Some groups have little or no face-to-face contact with others in their local area. We need to promote opportunities for people to connect and reduce social isolation.

In the city, we have people of diverse languages, ethnicity, religion, sexuality and gender. This diversity can be a catalyst, but also a challenge to forming strong bonds between people.

In the decades to 2050, there will be limitless possibilities for connecting online. A digital city will provide alternative ways for people to connect, share and learn from each other. Digital literacy skills and access to devices for all will be critical.

Meeting in person will remain vital. With more shared spaces, fewer or smaller private spaces and more activity in public places, we need to live more harmoniously and make the city work for all of us. This includes providing community spaces in high-density living environments.

Our data shows that our communities' perception of safety is high and has either been stable or increasing over time. Property crime has decreased. But we need to reduce domestic and family violence in our area and make sure children are safe and free from harm.

We are committed to embedding the NSW child safe standards into our organisational leadership, governance and culture and to adopting strategies and acting to put the interests of children first, to keep them safe from harm.

We know from the Royal Commission into the Institutional Responses to Child Sexual Abuse that abuse that occurs within organisations is not just a past problem but continues today.

The City of Sydney recognises the significant lifelong impact abuse can have on children. We have zero tolerance of child abuse in our organisation. We recognise our moral and legal obligations to prevent child abuse.

What our communities told us

We heard of the importance of being truthful about our past and learning from Aboriginal and Torres Strait Islander peoples. Resilient Sydney research highlighted that the European invasion was a "sudden shock" and colonialism a "chronic stress". This reinforced the importance of making Sydney safer for Aboriginal and Torres Strait Islander peoples.

A survey undertaken by us during the Covid-19 pandemic revealed that people were overwhelmingly concerned about others. Half of those surveyed were worried about people who are important to them and 74% said it was very important for the City of Sydney to support vulnerable people during the recovery. Local resident groups noted how communities had come together to support each other. Respondents were optimistic that actions taken during the pandemic could contribute to further steps to address long-term concerns, such as ending homelessness in Sydney.

People described the city of the future as culturally diverse, with differences embraced. They wanted communities to be connected, generous and welcoming.

They envisaged a city where people trust and help each other and where people who need extra assistance are supported and included. They also described a city where communities, businesses and government work together in new and improved ways for the benefit of everyone.

People hoped for a future community that embraces sharing of spaces, resources and knowledge. Many were excited about this ideal, which they see as important for our future city. They understand that improved wellbeing is the basis for better mental and physical health outcomes. Young people expressed a desire for a supportive and collaborative city.

Our data found people strongly endorsed a safe city. This went beyond addressing specific physical safety concerns. People see safety manifested in more active and better designed public spaces, with more people out walking and riding bikes, or just living in and enjoying the city. They said feeling safe includes being free from discrimination based on gender or race and providing a more inclusive society.



Community sewing bee at the Juanita Nielsen Centre to make animal rescue pouches
Photo: Katherine Griffiths / City of Sydney

2050 outcomes

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

7.1 Communities are connected and socially cohesive	7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing	7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations	7.4 The city economy is diversified to strengthen its resilience	7.5 People feel safe in the city	7.6 Communities are empowered to lead the change they want to see in the city
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
By acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies have on Aboriginal and Torres Strait Islander peoples, we move forward together	Community and cultural facilities offer enriching experiences and bring people together	Partnerships with Aboriginal and Torres Strait Islander peoples will see their knowledge and experiences contribute to the city's resilience and adaptation	The city economy is thriving, growth is sustainable from a broadened economic base	The city is seen as a safe and secure place to live, work, visit and to do business	The City of Sydney and other levels of government support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector providing high quality services to meet the needs of Aboriginal and Torres Strait Islander people in the local area * Closing the Gap priority reform two
Diversity continues to be valued and is a strength of communities	Well located, inclusive and affordable community and cultural facilities are accessible to everyone	The city, its public places, services, and infrastructure are planned to withstand impacts from a changing climate or emergency situations	The city economy comprises a diverse mix of businesses from major corporations to for-purpose, regenerative businesses	Children get the best start in life and grow up free from harm	A strong culture of community led solutions and willingness to help each other exists in the city
Organisations and institutions promote respect, connect communities, and create a sense of belonging	New models for developing, managing, and sharing spaces have led to better outcomes for communities	Business, government, and communities collaborate to ensure the city is prepared for, recover and progress from most situations	Job opportunities have been expanded and strengthened because of economic diversification	Domestic and family violence and sexual assault has been reduced	The City of Sydney involves communities most impacted by change in the design and delivery of those initiatives
Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation amongst individuals and across groups.	Improved social connections and wellbeing contributes to the communities' mental and physical health outcomes	Communities and community organisations have developed their capacity and capability for resilience	The city economy includes a higher proportion of secure jobs	Design of streets and other public spaces, technology and other preventive strategies have made the city safer	
		Our efforts to build resilience and capacity extends to communities beyond our local area, including aiding national and international communities to survive emergency situations			

7.1 Communities are connected and socially cohesive	7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing	7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations	7.4 The city economy is diversified to strengthen its resilience	7.5 People feel safe in the city	7.6 Communities are empowered to lead the change they want to see in the city
Measuring progress Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44% feel 'satisfied'	**Measuring progress** Community wellbeing indicator: Number satisfied with opportunities for sporting or recreational activities Baseline (2011) 57%, latest result (2018) 43%	**Measuring progress** No measure currently available	**Measuring progress** Relative size of industry sectors (top 6) measured by the number of jobs in each. Baseline (2017). Aim is for no one sector to dominate Finance and financial services 23.1%; Professional and business services 19.8%; ICT 6.8%; Government 6.8%; Creative industries 6.6%; Higher education and research 5.7%	**Measuring progress** Community wellbeing indicators: Perceptions of safety: Walking alone near home after dark Baseline (2011) 50% feel 'safe', latest result (2018) 61% feel 'safe' Perceptions of safety: Walking alone near home in daylight Baseline (2011) 86% feel 'safe', latest result (2018) 91% feel 'safe'	**Measuring progress** Community Wellbeing Indicator: Residents have participated in at least one community engagement activity in the preceding 12 months Baseline (2011) 60%, latest result (2018) 58%
Measuring progress Community wellbeing indicator: Survey question: is it a good thing for a society to be made up of people or different cultures and communities? Baseline (2011) 83% 'yes', latest result (2018) 90% 'yes'	**Measuring progress** Community wellbeing indicator: Number satisfied with library access Baseline (2015) 69%, latest result (2018) 70%				Number of Aboriginal and Torres Strait Islander businesses contracted to the City of Sydney and value of spend measured on an annual basis Source: Stretch RAP Annual Report Value of grants to Aboriginal and Torres Strait Islander organisations measured on an annual basis * Closing the Gap priority reform two

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Metropolitan Sydney Councils
- Emergency service organisations
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Resilient Sydney
- Resilience NSW
- Not-for-profits and NGO's

Deleted: Resilient

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- A city for all: community safety action plan 2019–2023 (2019)
- Child safety strategy (in development)
- Resilient Sydney (2018)
- Smart city strategic framework (2020)
- Humanitarian Crisis Response Guidelines (2010)
- Support for Charities Guidelines (2018)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





“Community's Got Talent” showcasing performances from local community members
Photo: Katherine Griffiths / City of Sydney


MARK!

Direction 8: A thriving cultural and creative life

Why we need to act

Greater Sydney is home to almost a third of the nation's cultural workforce, the largest concentration in the country. These creative workers and professionals drive innovation, adaptation and experimentation, and are a major part of our ongoing economic strength. The cultural sector provides significant benefits to other sectors and industries including tourism, education, construction, hospitality and recreation.

Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, that helps our communities remain connected in times of change.

The greatest global cities thrive with a multitude of cultural offerings and creative industries. Sydney's culture is as much about connecting with the world through spectacular harbourside events and institutions as it is about connecting with your neighbours at a local gallery or listening to music in a pub.

For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

This begins by understanding the truth of our shared past, laying the groundwork for a future which embraces all Australians. The city's ongoing custodianship by the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities. We are all enriched by the stories of our city, and understanding our history helps bind and guide us towards a shared future.

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, studios and rehearsal spaces. In the decade up to 2017, we lost more than 100,000m^2 of creative space in our local area.

There are significantly fewer spaces available where creative professionals can work. As former industrial areas have undergone residential development, we have lost workspaces for industries such as fashion, craft, media and design. For example, when Brand X managed Frasers Studios from 2008 to 2012 it provided free or low-cost workspace for over 20,000 artists. This ended when the buildings were redeveloped as part of the Kensington Street dining area.

Rising housing costs have divided the creative workforce along socioeconomic lines, favouring those who can afford high rental costs, and leading to a loss of skill and diversity. This is troubling, as there is a strong correlation between cultural participation and wellbeing. While the city's population has diversified, our cultural offerings are not keeping pace with that change.

Image on previous page: *In Between Two Worlds* by artist Jason Wing, Kimber Lane, Haymarket
Photo: Paul Patterson / City of Sydney

At last count in 2017, the creative industries employed 6.5% of the total workforce in 33,000 jobs. Around 1,800 creative businesses operated in the City of Sydney area. Since then our creative industries workforce has contracted.

The challenges were exacerbated during the Covid-19 pandemic. Creative industries were one of the first sectors to close and may be among the last to return to pre-Covid levels of activity.

The gig-based employment of many workers in the creative sector makes them particularly vulnerable to shocks and sudden change, evidenced during the pandemic. They are also affected by legislative interventions such as lockout laws and the music festivals licensing scheme. This is particularly true for artists from emerging and diverse backgrounds and early to mid-career workers who juggle multiple short-term contracts to fund their living costs and workspaces.

The creative sector includes complex, interdependent supply chains, so changes impacting on one part have a ripple effect on others. For example, Sydney has a strong film and media industry, and was named a UNESCO City of Film. But reducing local content quotas for streaming services affects employment for writers, directors, actors, technicians, set and costume designers, caterers and logistics crews.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners.

We need to harness the full potential of our creative practitioners and apply their thinking citywide, integrating it into every aspect of the city and its long-term vision.

What our communities told us

The constant theme was that we must celebrate the city's unique character and heritage – that of Aboriginal and Torres Strait Islander peoples as well as the diverse communities that make the city their home.

People told us they want a lively city, one that weaves its culture, heritage, public art, events and bold ideas through the very fabric of the urban environment and daily experience.

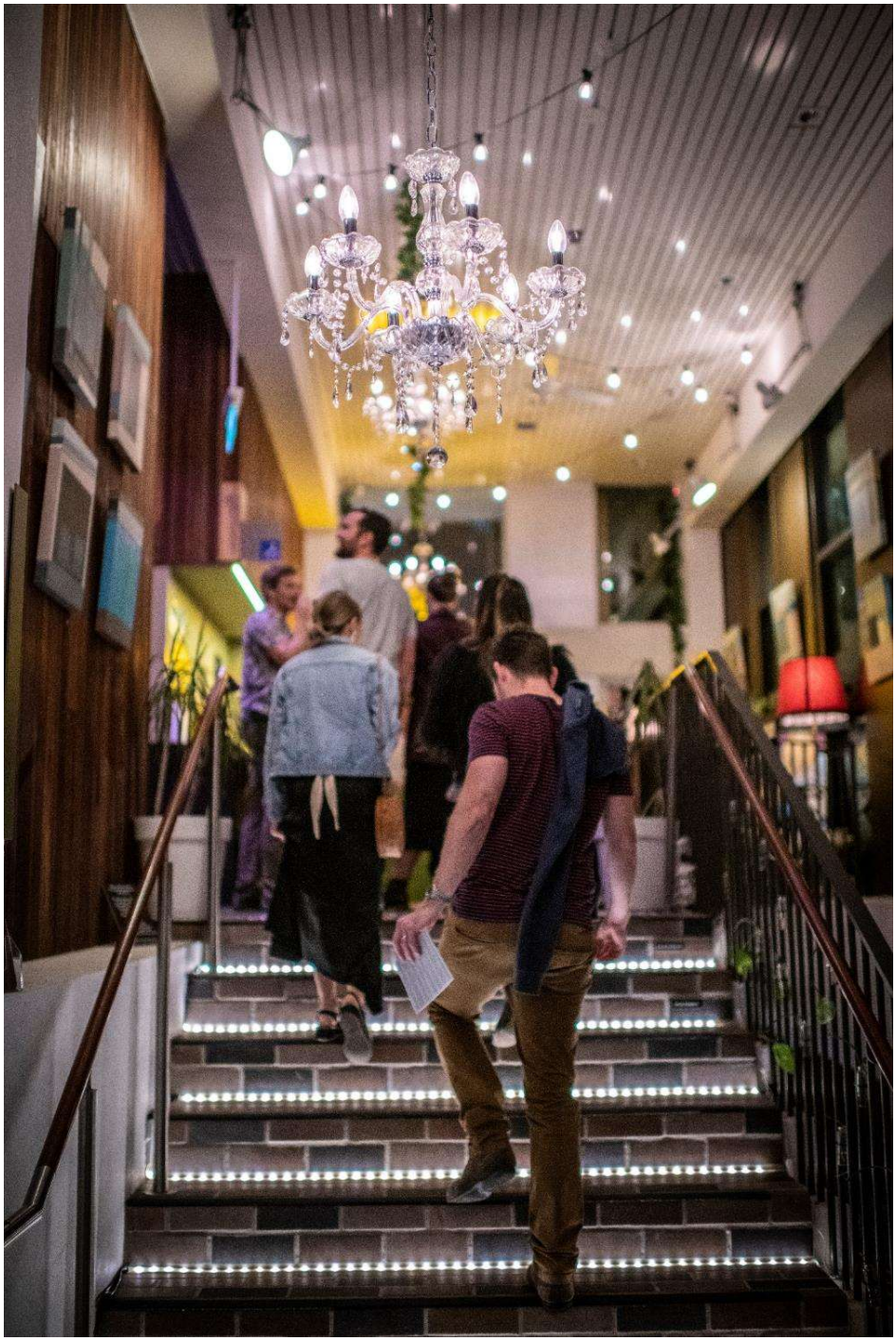
Many people were concerned that our city risked losing its own culture and identity. It could become a place lacking diversity in the creative professions with an over-reliance on the importation of culture produced elsewhere. This implies we are losing the spaces, talented people, and resources to tell our own stories.

Around half the people we surveyed said more could be done to create an inclusive cultural life, where people feel there are enough responsive, relevant opportunities for them. We need to address these issues of representation, inclusion and accessibility.

The creative and cultural sector felt it was important to diversify the city's cultural offerings, including providing platforms for emerging talent to showcase their work and for the variety of voices in our communities to be heard.

Artists are an important part of our community and should be involved in everyday decision-making about the life of the city and its future.

Image on following page: East Sydney Community and Arts Centre
Photo: Jessica Lindsay / City of Sydney



2050 outcomes

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

8.1 We value our cultural life and champion our creative industries	8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected	8.3 An increasing number of creative workers live or work in the city	8.4 Sydney's cultural life reflects the diversity of our communities	8.5 There is an increased supply of accessible creative space
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Sydney is renowned for its world-class cultural offerings, investing in bold ideas and new talent	Cultural practice is defined and determined by Aboriginal and Torres Strait Islander peoples	Diverse creative communities can call the city home	Diverse voices are enabled and empowered to share their stories, strengthening identity, and creating connections	All neighbourhoods have affordable and accessible cultural spaces and activity, supported by public transport
By championing local cultural production, our stories, history, and local creative achievements are recorded and shared	The creative and cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples	Reform of the sector enables creative practitioners to earn a sustainable income from their work	Culture is essential to all aspects of city life – creating meaning, identity and purpose and fostering an inclusive society	A stable and increasing supply of affordable space enables creative practitioners to live and work in the city
Creativity is core to urban policies, ensuring the city is open, accessible, and renowned for quality creative experiences	Gadigal culture is acknowledged and respected	Defined creative precincts will be the focal point for growing creative living, working and production	Leadership of the creative sector represents the diversity of our communities	At-risk venues, infrastructure and cultural assets have been protected
				Innovative partnerships, financing models and revenue streams have enabled the delivery of new cultural infrastructure at scale
Measuring progress Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44% feel 'satisfied'	**Measuring progress** Community wellbeing indicator: Satisfaction with the range and quality of creative expression in the public domain. (response from Aboriginal and Torres Strait Islander peoples only) Baseline (2018) 34%	**Measuring progress** City of Sydney floor space and employment survey: creative industries workforce Baseline (2017) 33,027	**Measuring progress** Community wellbeing indicator: Satisfaction with opportunities to participate in arts and cultural activities Baseline (2011) is 54%, latest result (2018) 48%	**Measuring progress** City of Sydney floor space and employment survey: total m^2 for creative industries enterprise Baseline (2017) 1,502,759 m^2
Community wellbeing indicator: satisfaction with the number and quality of arts and cultural events such as festivals, performances and exhibitions in your local area Baseline (2011) 60%, latest result (2018) 56%				

Deleted: peoples'

Deleted: is

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Cultural and creative sector
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Creative city – cultural policy and action plan 2014–2024 (2014)
- Live music and performance action plan (2014)
- Busking and Aboriginal and Torres Strait Islander cultural practice policy (2019)
- Making space for culture in Sydney – cultural infrastructure study (2020)
- OPEN Sydney strategy and action plan (2013)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Chinatown public art plan (2015)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





Artists Camila De Gregorio and Christopher Macaluso from Eggpicnic with their work, *The Birds*, one of many designs selected by the City to be used on construction hoardings
Photo: Katherine Griffiths / City of Sydney



Direction 9: A transformed and innovative economy

Why we need to act

To sustain a position among the highest performing urban economies in the world, we must take action to recover from the current economic downturn and emerge confident that the city economy can transform, innovate, diversify and be sustainable in the long term.

We must take advantage of opportunities as well as address existing weaknesses and inequities in the economy that were exacerbated during the Covid-19 pandemic. We should respond to existing and prospective economic disruptions.

We can be leaders in decarbonising the economy. Scientific evidence indicates the next decade is crucial for action and investment. As well as helping to solve environmental problems, the business and innovation communities can take advantage of the economic prospects that will arise.

We have a robust and fast-growing green economy on which to build for the future. It contributed 2.5 to 3% of jobs and $2.4b in economic value to the city in 2018. Green economy jobs have grown twice as fast as overall employment in the local area in recent years.

New businesses and business models will emerge in the transition to a circular economy, in which a regenerative model of consumption and production will minimise waste.

However, our economy will also bear the brunt should inaction at the national level continue, which is why we must be part of a strengthened national policy response. If not, we can expect sovereign wealth funds to further divest, and the insurance industry to be increasingly exposed to natural disasters.

Acknowledging the possible consequences of large-scale change, such as moving to a zero-carbon economy, we need to carefully plan the transition for workers in those sectors where negative impacts occur. It is important that industries and jobs are replaced so no one is left behind.

Over the 3 decades to 2050, metropolitan Sydney's economic structure will significantly change. For Sydney to be successful, there must be significant jobs growth in major centres such as Parramatta and the Western Sydney Airport region. These major economic centres need to be connected, work together, specialise and complement each other.

I**mage on previous page: Researcher at work in the Clean Room of the University of Sydney's Nanoscience Hub. The Sydney Nano is unique in Australia and one of the most advanced facilities of its kind in the world. Here, the University is aiming to discover groundbreaking solutions to challenges such as water security, greenhouse gas emissions, toxicity of nanomaterials, inoperable conditions, hurdles in quantum technology development and untreatable neural diseases**. Photo: Louise Cooper / University of Sydney

Our area is forecast to grow over the next 3 decades. We must plan to accommodate this growth by creating the capacity for an additional 200,000 jobs by 2036.

Sydney and our local area have been the destination for temporary and permanent migrants, international students and visitors. The closure of Australia's international borders put a halt to this activity. The extent to which this activity will return and its timing is uncertain.

More must be done to develop the domestic tourism market to compensate for uncertainty in international travel. And when international borders are open, we must promote Sydney to the world as a safe, welcoming city.

The business/visitor sector may continue to face challenges because of the potential replacement by technology of at least some of the traditional business meeting and conference markets. The return of international students to Sydney's educational institutions may also be impacted by increased global competition from universities and increasing geopolitical tensions.

The Covid-19 pandemic has highlighted that our local economy is heavily reliant on visitor-driven industries. The arts, accommodation and food services, retail and other professional services have all suffered.

As well as supporting existing sectors to recover, the city economy should be diversified. Similarly, we need to broaden and diversify the reasons that bring people to the city centre.

The workforce and high overnight and daily visitor numbers in our city centre have traditionally supported a wide range of hospitality, retail and service businesses. Before the Covid-19 pandemic there were approximately 500,000 jobs in the city and approximately 1.3 million people in the city each day. During the pandemic the number was much lower, with fewer workers in city offices and international visitors absent.

We need strategies to generate additional activities and reasons for people to come into the city and return more frequently. This could include, for example, a stronger role for culture and creativity in our city, including events. It means we will use the city and its public spaces differently.

A vibrant and safe night-time economy is vital to our city's future. Our reputation as a city for fun and sophisticated socialising, and our ability to attract younger visitors, are in decline, so we must turn this around.

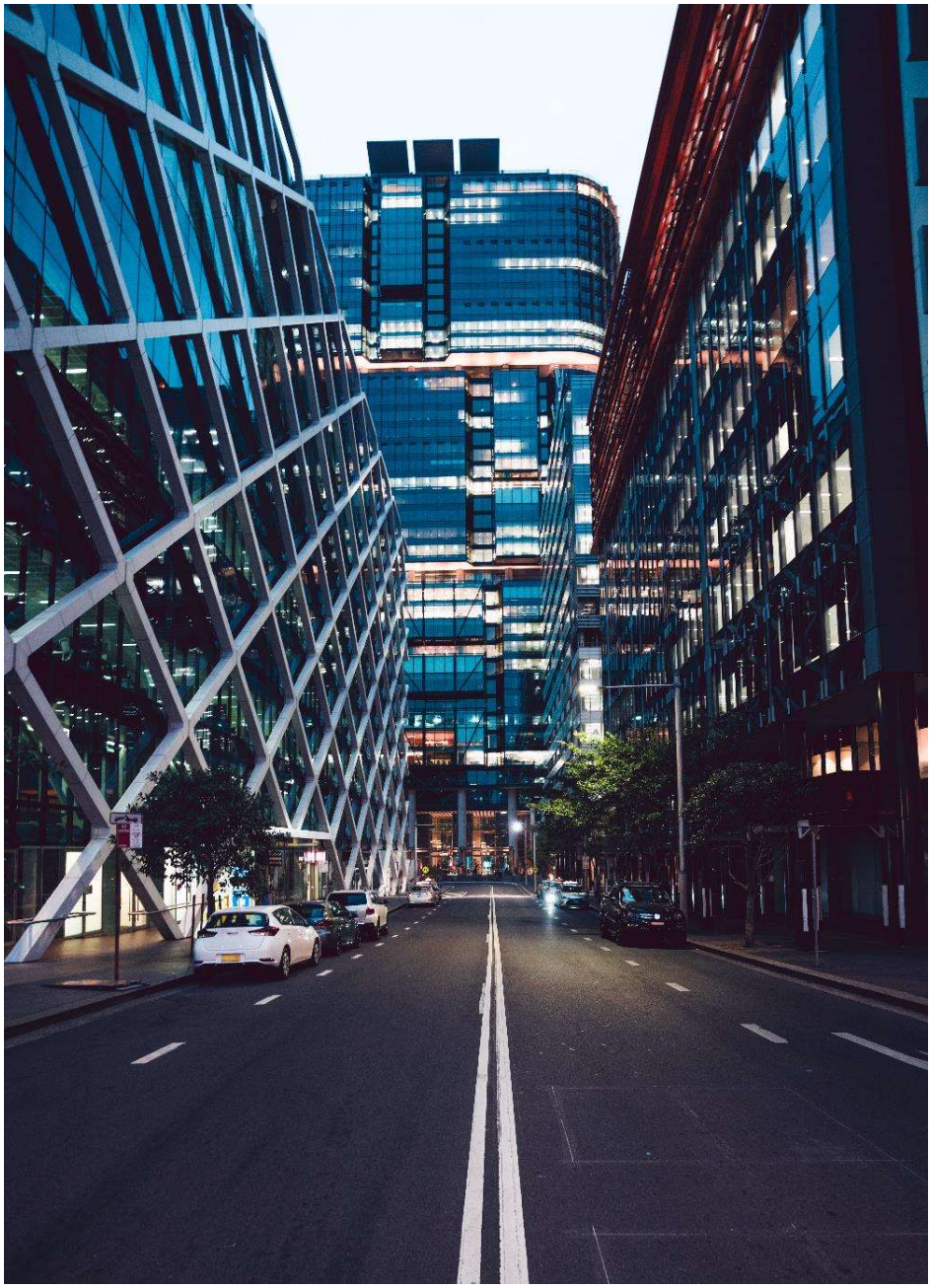
To improve Sydney's economic future, we should strengthen the size, depth and maturity of our innovation economy. Evidence suggests we are not keeping pace with our global peers so work needs to be done.

Our city needs to ensure it is a creator, not just a consumer, of ideas and technology, with a focus on bridging the gap between industry and educational institutions and encouraging collaboration more broadly. We need to develop the innovation investment system and increase the concentration of the innovation economy in key locations. We need to attract and retain talent, including fostering the pipeline of local talent currently studying in our schools and universities. We need to support job-rich industries that convert innovation and technology into valuable products and services.

We can expect greater automation and artificial intelligence to transform even traditional service roles once thought protected from such technological changes. We should continue to plan for multidimensional service experiences that encompass digital, physical and social aspects.

There are also shifts in employment, from full-time to freelance and insecure gig work. Our future workforce will need the entrepreneurial skills to craft their own career paths and our societal and institutional systems will also need to adapt.

In 2016 it was estimated nationally up to 40% of the workforce had 'non-standard' jobs. More than 4 million people were engaged as casuals, on short-term or part-time contracts, employed through labour hire companies or as 'independent' contractors. They have no employment security.



Shelley Street, Sydney.
Photo: Getty Images

During the Covid-19 pandemic insecure work issues were exacerbated, often leaving people with no or insufficient income, or without support mechanisms. As a society we need to consider: whether we should structure our future economy on these inequities or strive for a more equitable future?

Our research identified other inequities within the city economy that have been exacerbated by the pandemic. Despite nearly 3 decades of economic success, some people are being left behind.

Work by the Organisation for Economic Co-operation and Development suggests that widening income inequality affects us all. The consequence is declining incomes for the lowest earners and low-income households. In addition to the social impacts, this means lower overall growth in gross domestic product.

To address these issues requires collaborative action and new perspectives on economic models. Demand is likely to rise for occupations that are not easily automated or skills that are resistant to mechanisation.

These are areas requiring creativity, original thought and innovation. We need to ensure this is addressed by our education system and lifelong learning.

Regardless of how technology will transform business in the future, we need to have an ongoing focus on the quality of the city. We know that the quality of life and amenity of the city help attract talent and investment. Metropolitan Sydney has always ranked highly, but our peers are starting to overtake us.

Given Sydney's cost of living and housing affordability pressures, we need to respond with higher levels of amenity and cultural experience. Our policy responses to address climate change will improve our competitiveness. Our city must also have the digital infrastructure to support business and personal requirements over coming decades. It will take the collective action of governments and business to keep Sydney competitive globally.

Changing geopolitical and demographic forces in Asian markets over the next 3 to 4 decades could disrupt traditionally strong economic sectors such as education and tourism, but also provide opportunities for the export of new products and services. Our need to diversify the city economy has never been greater.

We also need to diversify and expand the mix of businesses and business structures in the city. We must ensure that charities, not for profits, mutuals and cooperatives, social enterprises and B-Corp certified organisations are well represented, along with more familiar corporate structures and small businesses. Diversity offers more choice for employees.

Small, independent high-street businesses are the cultural lifeblood of our city and many will continue to struggle in this changing environment without support. Their evolution should include a more complex and engaging customer experience, becoming more digitally literate and working with one another to achieve economies of scale.

Beyond creative workers, we need to ensure that everyone can benefit from a job or their own business. We know this is not the case for many in our communities. We risk becoming a less diverse, less inclusive city and a poorer performing economy if we do not make these changes.

What our communities told us

Communities and businesses alike felt that the city's ongoing economic success relied on building environmental resilience into decision-making. Climate change will shape business risks and changing patterns of consumption.

Businesses were clear that stewardship of place is important. For innovation to flourish in the city, we need to create distinctive precincts with high-quality amenities, where residents and workers can live, work and visit. These precincts need appropriate infrastructure and capacity for innovative businesses to cluster and grow.

There was a high level of support for making the city more liveable, greener and more walkable. A walkable neighbourhood is one where people can comfortably walk from their home to a main street, to parks, playgrounds or other facilities in around 10 minutes. They also wanted good public transport.

They told us the city centre and main streets must be lively, welcoming and inclusive places day and night. A liveable city attracts talent, workers, visitors and residents.

As metropolitan Sydney develops in the coming decades, coordination and collaboration between the key economic centres must evolve. This includes developing new economic sectors and stimulating growth. There must be access to affordable housing and commercial space, a focus on education, skills and workforce development and clear global commercial pathways. There should be grants, incentives and other support mechanisms for startups.

We must also address our communities' concerns that not everyone has benefited from recent economic growth. Efforts to widen participation and reduce disadvantage must be a priority.

Two Citizens Jury concepts directly relate to the city's future economy. The first is that the City of Sydney should be a place that is innovative and future ready. The jury said there should be a focus on buildings and spaces with adaptive uses and that the City of Sydney should "take charge to make space for innovation."

They said: "The city should not just support the creation of new ideas but also provide the environment to incubate those new ideas into new industries." This included affordable training to prepare people for technological challenges and a fund that is "readily accessible to local innovators so that we do not lose our brilliant ideas". They recommended the fund be initiated by the City of Sydney and draw upon the wider international investment community.

The second concept from the jury was for a "vibrant, lively, culturally diverse city that is open 24 hours a day. We want a city that has a soul and an identity that people can enjoy at all times. We want Sydney to have a normalised night-time economy that includes live music, theatre, art, shopping, health services, food and education."

The Citizens Jury suggestions for realising this included introducing "late night precincts to manage night-time economy", having a dedicated "night mayor", law reform around trading hours and increased safety measures.



City of Sydney 2022 Summer Streets program in Redfern
Photo: Adam Hollingworth@Hired Gun

Tech Central – an innovation case study

In August 2018, the NSW Government announced its commitment to create a globally competitive innovation and technology precinct. The precinct includes the area from Surry Hill in the east, to Camperdown in the west, to South Eveleigh in the south and to Ultimo in the north. It has all the ingredients for a successful innovation precinct. It is known as Tech Central.

Tech Central broadly focusses on fostering the growth and development of seven industries that have the highest potential to address key societal issues and accelerated economic growth, as well as leverage the expertise and assets that are already located in the precinct.

They are:

- Medtech - developing medical techniques, products and services to revolutionise treatment, saving and improving people's lives.
- Digital Creatives - designing new products, goods and services, fuelled by increased connectivity and technological advancements.
- Artificial Intelligence - using data to solve problems, support decision-making and perform tasks autonomously.
- Quantum Technologies - devices, algorithms and computers that outperform classical technologies in their capacity to tackle complex challenges and seize emerging opportunities - by harnessing unprecedented speed, accuracy and data bandwidth.
- Connected and Autonomous Vehicles - using robotics, sensors and advanced software to automate driving, connecting the transport ecosystem to improve safety and traffic flow.
- Applied Robotics - automating complex and dangerous tasks to overcome longstanding challenges and unlock bleeding-edge opportunities.
- Cyber Security - increasingly crucial in a digital economy in both defending and protecting the economy, as well as underpinning its growth. It is critical across almost every industry.

Innovation that drives economic development requires a healthy tech startup ecosystem, a high intensity of creative activity and industry, a strong pipeline of current and future talent, active research and commercialisation, large-scale investment and a large volume of knowledge-based jobs. Sydney, like other global cities, has significant concentrations of such high-value knowledge jobs and is home to some of our country's centres of specialised expertise and leading innovation organisations.

The best environment for innovation to flourish is in a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure, and investment. High quality public domain, space for people, active and public transport, excellent pedestrian connectivity, affordable workspaces and affordable housing, sustainability outcomes and digital/tech infrastructure are all critical elements that facilitate and accelerate collaboration and innovation. Understanding and strategically planning capacity needs, land use and employment makeup of the precinct is also critical for success.

Genuine collaboration between stakeholders in the precinct is gaining traction. As this continues, the precinct has the potential to become Sydney's strongest drawcard for attracting talent, researchers, investment, startups and scaleups and global companies looking for an international office location.

The City of Sydney has been active in the precinct since its inception. In addition to a coordination role, the City's work to support innovation includes strategic planning, public domain works, infrastructure projects, marketing, data and information projects, transport projects, connectivity projects and environmental performance activities.



UTS Tech Lab, Faculty of Engineering and Information Technology.
Photo: Anna Zhu / UTS

2050 outcomes

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

9.1 An expanding innovation economy will support Sydney's future prosperity	9.2 The transition to a zero-carbon economy offers new economic opportunities	9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity	9.4 Creativity and great experiences fuel the vitality of the city	9.5 Unique local neighbourhoods and the global city centre support thriving economic activity
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Innovation has been central to the growth in Sydney's economy; with new specialisations emerging	Global competitiveness is maintained by moving quickly to a zero-carbon economy	Sydney is prosperous with a globally connected economy, the wealth and benefits from which are equitably distributed locally	The city has become more than a place of work and business, it is the destination for a range of great experiences day and night	The city is shaped by the unique local areas with their own identity and character – the city centre, main streets, creative and late-night precincts – each supporting thriving economic activity
Innovation precincts, including Tech Central, have grown and intensified activities, cementing Sydney's reputation as a world-leading city of innovation	Businesses across all sectors are engaged and participate in the transition to a zero-carbon economy	The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy	Creative, inclusive, fun, and diverse range of activities enliven the city centre and local main streets enticing people to visit	Sydney is a leading local, national, and international destination for business, investment, and talent attraction
Major economic centres across Sydney are connected for strong, complementary growth	Sydney's financial and services sector supports NSW's growth as a renewable energy superpower	Opportunities for wider economic participation and more secure employment have been created	The city centre and local main streets are active throughout the day, the evening and into the night, supported by appropriate public transport options	Global connections continue to provide opportunities for local and internally connected businesses and organisations
Sydney has developed a culture of experimentation as well as a workforce equipped with the skills and supporting structures to leverage new technologies, accelerating productivity and scalability	The transition to a circular economy has resulted in new job and business opportunities	Aboriginal and Torres Strait Islander people in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations, and Aboriginal and Torres Strait Islander businesses grow and flourish	The city is a destination of choice providing experiences across the 24-hour economy, attracting local and global visitors	Economic, creative, and residential activity coexists in diverse local neighbourhoods
The city is equipped with high-speed, fit for purpose technology and data infrastructure, and the city is used as a test lab to trial new initiatives				
Measuring progress	**Measuring progress**	**Measuring progress**	**Measuring progress**	**Measuring progress**
Benchmarking Sydney's Performance, Committee for Sydney: Innovation & Research & Development. Latest result (2021) 6/10 – score across all measures	No measure currently available	By 2036, an increased proportion of all jobs to be secure jobs. Baseline (2017) 27,015 insecure jobs. The first comparative data set will be available in 2023	Visitors to the city: Domestic overnight trips (quarterly total) June 2021: 1,189,000 International overnight visitors (quarterly total) June 2021: 7,993 International average no. of nights (quarterly average) June 2021: 7.1	Number of business establishments employing workers in the city economy. Baseline (2017) 23,511 business establishments. The next comparative data set will be available in 2023. Source: City of Sydney floorspace and employment survey.
		Measuring progress		

Deleted: Domestic day trips (quarterly total) June 2021: 990,000¶

9.1 An expanding innovation economy will support Sydney's future prosperity	9.2 The transition to a zero-carbon economy offers new economic opportunities	9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity	9.4 Creativity and great experiences fuel the vitality of the city	9.5 Unique local neighbourhoods and the global city centre support thriving economic activity
		By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15 to 24 years) from the Local Government Area who are in employment, education or training. Baseline (2011) 68.2%, latest result (2016) 87.5%. The National Closing the Gap target is 67%. Closing the Gap target 7		
		By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 from the Local Government Area who are employed. Baseline (2011) 45.1%, latest result (2016) 51.6%. The National Closing the Gap target is 62% Closing the Gap target 8		

Our role

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Regulatory and standards organisations
- Residents
- Universities and other research organisations
- Cultural Institutions
- Community organisations
- Not-for-profits and NGO's

Deleted: Groups and

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Economic development strategy (2013) (update in development)
- International education action plan (2018)
- Tech startups action plan (2016)
- Eora Journey economic development plan (2016)
- Tourism action plan (2013)

- Visitor accommodation action plan (hotels and serviced apartments) (2015)
- Retail action plan (2013)
- OPEN Sydney: strategy and action plan (2013–2030)
- Central Sydney planning strategy (2016–2036)
- Camperdown-Ultimo collaboration precinct: innovation & collaboration study (2019)
- Smart city strategic framework (2020)
- Community wealth building policy (in development)
- Sustainable procurement policy (2021)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- City of Sydney employment lands strategy 2014–2019 (2014)
- Stretch reconciliation action plan (2020)
- A city for all, social sustainability policy and action plan (2018–2028)

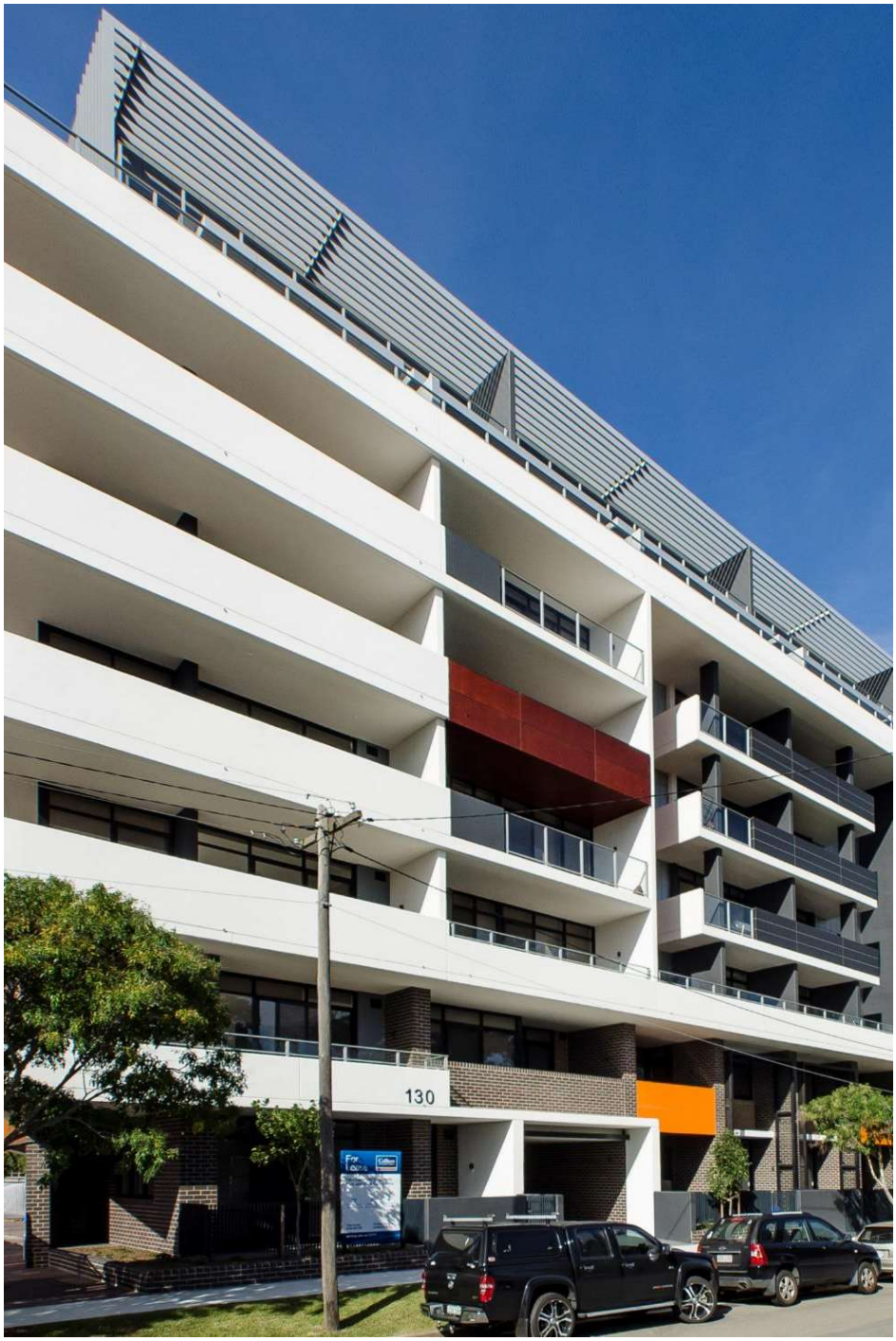
Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses




130

Direction 10: Housing for all

Why we need to act

The goal of all countries that committed to the United Nations sustainable development goals is to provide access for all their communities to adequate, safe and affordable housing by 2030. Australia has committed to this target, but in metropolitan Sydney, including the inner city, we are not yet close to achieving this aspiration. There is much more to do if we are to achieve this goal.

Housing is a human right. It provides more than shelter, giving people access to a private space that is safe, secure, affordable, healthy, accessible and well-located. Housing should be culturally appropriate, good quality, well-designed and with high technological and environmental performance.

The City of Sydney understands that our communities, businesses, and other interest groups expect us to take a leadership role in addressing the city's housing needs. To accommodate our future population, we must plan for a total of 173,429 dwellings by 2036, and more as the number of residents grows.

The city has always been very diverse and the nature and mix of the housing supply must continue to support this diversity. We will remain a relatively young community. But in the next decade we can expect a growing proportion of older people will live in the inner city. Single person households are likely to remain the dominant type, but families with children are expected to be the fastest growing in coming decades.

The quality and performance of housing in the city must also be addressed. To adapt to the effects of our changing climate, housing must meet high standards of design, construction, and environmental performance. People must be able to live safely as the temperature becomes hotter, using passive design wherever possible to maintain comfort.

During the Covid-19 pandemic people spent more time at home. Well-designed, well-ventilated, energy-efficient, spacious homes that enabled a range of uses, including working from home, were highly valued. The proximity of homes to local services and public open spaces is also essential. Proximity to local jobs has always been highly valued, more so when people became uncertain about using public transport.

But not everyone has the same experience. Therefore, we must ensure that homes are designed to the highest standards, can be adapted to meet changing requirements in the future and are equitably serviced by infrastructure. To enable people to live their entire lives in the city, housing must be accessible and adaptable to support people of any age or ability.

Quality contributes to the overall amenity in local neighbourhoods. High-performing residential buildings add to the quality of life that communities expect in a medium to high-density urban setting.

Like other global cities, we are in the midst of an affordability crisis. The economic downturn induced by Covid-19 is likely to add further pressure through increased unemployment and underemployment.

Image on previous page: Affordable housing, Portman Street, Green Square
Photo: Paul Patterson / City of Sydney

We need to intervene to ensure we continue to attract talent and capital, maintain the richness that comes from diverse communities and provide shelter for those experiencing homelessness.

Intervention is also required to address longstanding housing issues for Aboriginal and Torres Strait Islander peoples. The Redfern and Waterloo areas hold great cultural and political significance for those communities. Both suburbs are an entry point for people coming into the city for work opportunities, shelter and connections with community and family.

For Aboriginal and Torres Strait Islander peoples, the impacts of former government policies have been intergenerational: lower incomes that have meant they often cannot invest in property, which provides the launch pad for the subsequent generation.

The 2016 Census showed that in our city twice as many households are renters (63%), compared to the rest of the country (31%).

Housing stress occurs when more than 30% of gross income of a low-income household is spent on housing payments. Research to support housing for all: City of Sydney local housing strategy (2020) estimated that 28% of households renting in our local area in 2016 were in rental stress. Around 13% of households with mortgages were in mortgage stress.

Our 2019 equality indicators research estimated that Aboriginal and Torres Strait Islander peoples are more than twice as likely to be in rental stress than other residents.

Security of tenure is another challenge facing renters. Reform is required to ensure that long-term rental is a viable alternative to home ownership.

In a wealthy city like ours, we should not have people forced into homelessness, a complex problem with complex causes. It reflects poverty, inequality, and the housing affordability crisis. It also points to insufficient social housing for the most vulnerable people.

With approximately 50,000 households in NSW on the social housing waiting list, the waiting time in 2020 for access to housing in the local area was up to 10 years.

Our data showed that for those experiencing homelessness, the average time spent living on the street or in temporary accommodation in our area is 5 years and 4 months. This is unacceptable.

What our communities told us

A Citizens Jury concept was of the city as a place that can be called home throughout any stage of life. They said: “We want to ensure diversity in the city by providing a wide range of accessible and affordable housing options”.

Communities wanted their city to be inclusive of all people, regardless of age, gender and cultural background, what you do as a job and how much you earn. Which is why housing affordability was of very high concern, especially for young people and women. People were concerned about the availability of rental and social housing and how this is a barrier to a diverse and equitable city.

They understood that housing options need to expand but did not want to do this at the expense of quality. People told us how much they value living in a neighbourhood that is home to people from all walks of life. They expressed concerns about being priced out of the market over time and losing their deep connections to place.

They also acknowledged that as we move to a situation where almost all new developments are apartments, the city must still cater for a diversity of household types and sizes – students and lone person households as well as families, older people and even intergenerational households.

Some people were worried about the city’s future economy and whether it would be able to attract and retain its workforce. Australian businesses compete internationally for talent and they note the comparatively high cost of housing in our city could deter candidates from accepting a job. Sydney’s future economic success may be linked to the cost of renting or purchasing housing in the city.





Upper image: Homeless person in Woolloomooloo
Lower image: Eve Street, Erskineville
Photos: Katherine Griffiths / City of Sydney

2050 outcomes

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs	10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities	10.3 An increased supply of affordable housing supports diverse communities and the economy	10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities	10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples
Sydney by 2050	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**	**Sydney by 2050**
Everyone has a home	High-quality housing is available for everyone	Socially and economically diverse communities can afford to live in the local area	Innovative housing models contribute to better and wider choices for families, intergenerational households, older people, people with disability, students and lone person and co-living households	The displacement of Aboriginal and Torres Strait Islander peoples from the local area has been halted
Investment and collaborative action have resulted in accommodation, services and resources matching or exceeding the demand for them	Services and social supports are in place to enable people to live with independence and dignity	Innovative models of financing and delivery augment the supply of affordable housing	Homes built between now and 2050 are comfortable, healthy, low cost and resilient to live in	Aboriginal and Torres Strait Islander peoples have increased access to self-determined culturally appropriate housing
	Properties and their surrounds continue to be improved and maintained to a high standard	Collaboration across government contributes to an increased supply of affordable housing across metropolitan Sydney	Renting is a viable, secure, long term option to home ownership	
	Connections to local neighbourhoods and communities are preserved when redevelopment takes place		Homes are close to jobs, local services, public open spaces, and public transport	
Measuring progress Progress will be measured by twice yearly street counts and number of people in crisis accommodation on those nights.	**Measuring progress** 7.5% of private dwellings are to be social housing As at June 30, 2021 there were 9,705 social housing dwellings, representing 8% of private dwellings City of Sydney housing audit	**Measuring progress** 7.5% of private dwellings are to be affordable housing As at June 30, 2021 there were 1,328 affordable housing dwellings, representing 1.1% of private dwellings City of Sydney housing audit	**Measuring progress** By 2036 there will be 156,000 private dwellings and 17,500 non-private dwellings As at June 30, 2021 there were 121,725 private dwellings and 15,127 non-private dwellings (boarding houses, student accommodation, residential aged care services) City of Sydney housing audit	**Measuring progress** Data to measure progress will be sought annually from Community and Social Housing providers and documented in the City of Sydney housing audit. This will be corroborated with five-yearly data from the ABS Census

Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Adjoining local government authorities
- Community housing providers
- Housing developers
- Community organisations
- Business community
- Federal Government
- NSW Government
- Land and Housing Corporation
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGO's

Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan (2018–2028) (2018)
- A city for all: homelessness action plan (2020)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- Planning for net zero energy buildings (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

Implementation of Sustainable Development Goals



Responding to major acute shocks and chronic stresses





Redfern terraces
Photo: Katherine Griffiths / City of Sydney

Transformative project ideas

Following extensive engagement with our communities, we have developed 10 transformative project ideas.

Developed with prominent architects, landscape architects and urban designers, the ideas demonstrate how future public space and infrastructure projects could achieve our vision for a green, global and connected Sydney by 2050. They propose long-term solutions and communicate creative responses to the opportunities and challenges facing our city.

Many are refreshed ideas from our original Sustainable Sydney 2030 plan, while some are new. They respond directly to the aspirations of our communities: a city where Aboriginal and Torres Strait Islander people and their cultures are visible. These ideas will help us become a greener city that is regenerative and innovative with thriving arts and culture.

The ideas bring to life the communities' vision, drawing on the strategic directions and actions to reimagine a future city for all. The project ideas acknowledge that long-term infrastructure and development requires commitment from all levels of government, business communities and our wider residential communities.

The ideas that illustrate how our vision for a future Sydney could be realised are:

Project idea 1: Eora Journey – Yananurala

Project idea 2: Three linked city squares

Project idea 3: The green city – increasing city greening

Project idea 4: City space improvement program

Project idea 5: The water city – making more of our harbour

Project idea 6: Connecting Green Square

Project idea 7: Metro as catalyst

Project idea 8: Building on housing for all

Project idea 9: Making space for culture

Project idea 10: Reimagining our community assets

Image on next page: Loftus Street public domain upgrade (looking south)
Concept by HASSELL


Perpetual

1. Eora Journey – Yananurala

Yananurala, the harbour walk will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney harbour foreshore.



***bara,* Judy Watson 2021**
Monument for the Eora above Dubbagullee (Bennelong Point)

2. Three linked city squares

The three squares at Circular Quay, Town Hall and Central linked by a transformed George Street to provide more space for public life in the heart of our city. These public spaces are essential to ensure our city remains liveable and sustains its role as a global economic centre.



Town Hall Square: Sydney's civic heart
Concept by Bates Smart, Matthew Pullinger & Paddock Landscape Architects

3. The green city – increasing city greening

Three ideas for a green city - green avenues, the laneway commons and expanding Sydney's lung's at Moore Park. They illustrate what our city streets and open spaces could be in the future – a future that provides more space for people and greening. Enabling greater community wellbeing and health.



Green avenues: Park Street (looking east)
Concept by Bates Smart and Matthew Pullinger

4. City space improvement program

Temporary and permanent initiatives to transform road space into public space for people in Sydney's city centre. This could include timed road closures and temporary use of parking for lunchtime activation and outdoor dining leading to more permanent transformations that benefit public life in the city centre.



Loftus Street public domain upgrade (looking south)
Concept by HASSELL

5. The water city – making more of our harbour

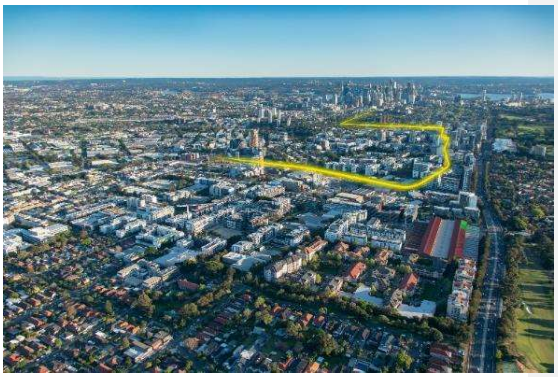
Swimming in the harbour is an ambitious idea that symbolises a water sensitive city. Rehabilitation, protection and good management of Sydney Harbour in the future could create more opportunities for recreation on the foreshore, supporting the environment, the wellbeing of our communities and our economy.



Pirrama Park minimal intervention vision
Concept by Andrew Burges Architects

6. Connecting Green Square

The eastern transit corridor links Green Square town centre and rail station to a future metro station in Zetland. This corridor could support light rail, emerging trackless tram technologies or zero emission bus services. An extension could connect Sydney's city centre and other neighbourhoods.



Connecting Green Square
Ethan Rohloff (base image) / City of Sydney

7. Metro as catalyst

Metro is the best way to connect current and future innovation, knowledge and employment centres to each other, the city centre and to centres across metropolitan Sydney. Well located metro stations with bus interchanges would provide better overall trip experiences.



Sydney Metro West - Pyrmont
Image: Sydney Metro

8. Building on housing for all

Additional models to increase the supply of affordable housing in Sydney are needed because Sydney, like other global cities, is becoming increasingly divided between those who can afford housing and those who cannot.



Affordable housing on Hansard Street, Zetland
Photo: Katherine Griffiths / City of Sydney

9. Making space for culture

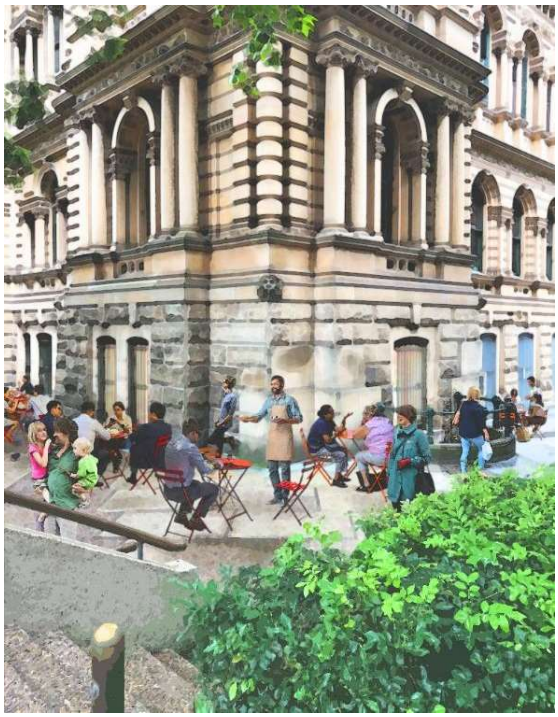
Making space for culture is a two-part strategy for creating and preserving cultural and creative space in Sydney - precinct revitalisation and the establishment of a creative land trust. A proactive and innovative approach to the creation and preservation of affordable space for culture and creativity is needed to ensure the long-term future of creative workers in our city.



Art Month workshop at Pine Street Creative Arts Centre
Photo: City of Sydney

10. Reimagining our community assets

Reimagining our community assets explores new ideas for how our communities can use existing community assets. We want to work with our communities to understand how facilities, halls and open spaces can be transformed for future uses.



Reimagining and activating Sydney Town Hall's edges
Concept by City of Sydney

The communities we serve

Our commitment to engage with the communities we serve

Community participation is a guiding principle of effective and accountable local government. We engage the communities that we serve – the people, organisations and businesses that have a stake in our city's future and who are impacted by the decisions made by the City of Sydney.

Our community engagement strategy provides a framework for how we engage communities in decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, engagement approaches and processes we use to ensure our engagement is clear, accountable and meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies and strategies, programs and services.

Defining community

The Local Government Act requires councils to engage 'their local community'. Defining the local communities the City of Sydney serves is complex.

We have over 1 million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. A mix of cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments are based in the local area because of Sydney's role as a capital and global city. We also have non-resident property owners – with properties both large and small.

These communities are diverse. The people who rely on Sydney as the place they live, work, study, do business, access services and visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections of our communities to other communities.

Our local communities are all of these people and organisations who have a stake in the decisions the City of Sydney makes.

Recognising diverse communities

One way to understand the complexity of the communities in the City of Sydney is through how communities of people relate to an issue or decision. The types of communities described below overlap and intersect.

Communities of place

Many of our projects aim to improve places. Often the most interested and impacted communities are those that live or work around these projects. For example, when consulting on improvements to a neighbourhood park we aim to reach the local residents, property owners, the local school or childcare service and nearby businesses.

Commented [AB5]: The following chapter has been updated to align with the exhibited Community Engagement Strategy

Deleted: we make

Deleted: council decision-making

Deleted: also influences

Deleted: our local communities

Deleted: communities'

Deleted: of Sydney

Deleted: '

Deleted: '

Deleted: local

Communities of place also include groups of people who hold a particular connection to a place because of its historical or cultural significance, such as Aboriginal and Torres Strait Islander communities to Redfern; LGBTIQA+ people who identify with Oxford Street and the Chinese business community in Chinatown. People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park, or people using the local library or community centre.

Communities of interest

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners
- peak bodies, advocacy and industry groups like NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing

Communities of interest may form advocacy groups and networks that the City of Sydney can tap into such as business chambers, resident action groups, and interagency networks. Such communities may also convene around a shared activity – sporting or recreational clubs, bushcare and gardening groups, cultural and creative communities, and informal activities like dog walking.

Communities of identity

These communities define themselves. They include First Nations communities, LGBTIQA+ communities, culturally and linguistically diverse communities. Within communities there may be smaller groups, such as trans and gender diverse communities. It is important to remember that there is diversity within these communities.

They may gather around cultural and religious beliefs. Communities of identity may associate by age for example groups of young people or older people. Sometimes these groups form as a result of shared experiences, for example social housing tenants who live in a particular neighbourhood.

Communities of need

The Covid-19 pandemic reminded us that the needs of people must take priority. For example, in 2020 the City of Sydney community recover plan found that 74% of people surveyed agreed it "very important that we support people that are vulnerable during the pandemic".

These may be people who face food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services including digital information channels. These are people who need the City of Sydney to work in a way that ensures their vulnerability is understood and addressed so they can take part in daily life and our decision-making processes.

"Hopefully there will be more kindness and tolerance now"
May 2020 City of Sydney Community Recovery Plan survey respondent

Communities of the future

Perhaps the most important communities to consider in our decision making are the communities of the future. Their perspectives are often difficult to consider. Two ways we can try to include the perspectives of communities of the future in our engagement are:

- consult children and young people who will live with the impacts of our decision making the longest.
- ask the people who we consult to consider the needs and perspectives of those who may not be here yet.

Deleted: However, communities of place not only include local residents and property owners, businesses and workplaces.

Deleted: ,

Deleted: such as

Deleted: groups

Deleted: groups

Deleted: and

Deleted: ,

Deleted: compared to

Deleted: ;

Deleted: ;

Deleted: ; and

Deleted: .

Deleted: They

Deleted: Sydney Liquor Accord

Deleted: C

Deleted: of interest

Deleted: and

Deleted: within

Deleted: communities

Deleted: said

Deleted: *(City of Sydney, Community Recovery Plan survey May 2020)*...

Deleted: ,

Deleted: of communities of the future

"We are the ones who are going to have to live through the things we choose right now"
2050 Youth Summit participant

Government and institutional stakeholders

The City of Sydney works within an environment of other levels of government that have overlapping or complimentary responsibilities. We consult each other in our strategy and project development and implementation. State government agencies also consult communities in our local area. In these circumstances, it is important that people are clear about who and which level of government – local, state or federal - is responsible for making the decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the Land Rights Act *1983*.

We engage with educational institutions including the tertiary sector, schools and early learning centres which are important nodes of community connect in our local area. One example is our memorandums of understanding with the University of Technology Sydney and Sydney University.

Increasingly we are working with health providers to understand community needs, to respond to urgent situations - such as the pandemic - and to plan for the needs of future communities.

We work collaboratively with state government agencies, and local services in developing shared approaches to support social housing community members across the city and to ensure that these residents voices and needs are heard and their needs realised in urban renewal projects.

The City of Sydney works with surrounding and metropolitan councils on issues that cross our local government areas, on the resilient Sydney strategy and program and on economic or cultural development.

And we work with state government agencies to inform the Greater Sydney and state level policies, plans and strategies they develop. We champion engagement with communities to better inform approaches to land use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We are a member of national and international groups including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

Deleted: the community is

Deleted: We have memorandums of understanding with the University of Technology Sydney and Sydney University.

Deleted: other

Deleted: social housing

A snapshot of our city in 2021

The City of Sydney local government area is home to an estimated 248, 736 residents (June 2020).

The City of Sydney's Gross Regional Product is estimated at $130.22 billion (2020), which represents 20.82% of the state's Gross State Product.

There were an estimated 664,850 jobs located in the City of Sydney in the year ending June 2020.

Demographic profile

The City of Sydney community of residents is relatively young, with a median age of around 32 years (2016). This compares with a median age of Greater Sydney residents of around 36 years.

Over 32% of residents live alone in one person households (2016). However, most city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 13% of residents.

City of Sydney residents are well-educated with 44% holding a bachelor degree or higher qualification (2016) with a further 14% attending university. This compares with 28.3% with bachelor or higher degree qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the employment profile of residents. There were more professionals amongst City of Sydney residents (2016) than any other occupation – 37.7%. Managers at 17% were the next highest occupational group. This compares with Greater Sydney where professionals represented 26.3% and clerical and administrative workers the next highest occupational group at 14.6%.

Cultural diversity

Almost half of the city's residents were born overseas (2016), with 45 per cent of the overseas born residents arriving in Australia in the years 2011–2016. Residents born in Asia now comprise more than one quarter of the population of the city.

More than one third of city residents speak a language other than English at home, the most prevalent of which is Mandarin followed by Thai, Cantonese, Indonesian Spanish and Korean.

Work and transport

The labour force participation rate among City of Sydney residents (2016) was 64.2%. This represents the number of people working or looking for work as a percentage of the total residential population aged over 15 years. Of this group, 94% were employed (and 6% were looking for work.

In 2016, 64.5% of the City of Sydney's resident workers were employed locally.

On Census Day in 2016 City of Sydney residents said they travelled to work by the following means: 22.1% of people travelled to work in a private car, 35.5% took public transport and 27.0% rode a bike or walked. 4.1% worked at home.

Housing

City of Sydney residents were predominantly renting their home privately (47.3%). A further 30% of households were purchasing or fully owned their home and 8% lived in social housing (2016). The balance (more than 14% did not state their tenure).



Sydney City Farm in Sydney Park, Alexandria
Photo: Katherine Griffiths / City of Sydney

Alignment with state priorities

The community strategic plan is aligned with NSW government economic, social, environmental, cultural, transport and land-use strategies and plans too numerous to list. Alignment with the Premier's Priorities https://www.nsw.gov.au/premiers-priorities follows.

Premier's Priorities	City of Sydney alignment
Lifting education standards **Increase the proportion of public-school students in the top two NAPLAN bands (or equivalent) for literacy and numeracy by 15% by 2023, including through statewide roll-out of Bump it Up**	Not applicable: local government is not a partner in the implementation of the School Success Model
Lifting education standards **Increase the proportion of Aboriginal students attaining year 12 by 50% by 2023, while maintaining their cultural identity**	Indirect contribution from City of Sydney Strategic Direction 3: An equitable and inclusive city Objective 3.6: There is equitable access to education and learning opportunities
Keeping children safe **Decrease the proportion of children and young people re-reported at risk of significant harm by 20% by 2023**	Indirect contribution from City of Sydney Strategic Direction 4: Resilient and diverse communities Objective 4.5: People feel safe in the city
Keeping children safe **Double the number of children in safe and permanent homes by 2023 for children in, or at risk of entering, out-of-home care**	As above
Breaking the cycle **Reduce the number of domestic violence reoffenders by 25% by 2023**	Indirect contribution from City of Sydney Strategic Direction 4: Resilient and diverse communities Objective 4.5: People feel safe in the city
Breaking the cycle **Reduce adult reoffending following release from prison by 5% by 2023**	Not applicable: City of Sydney does not deliver programs to support this outcome

Premier's Priorities	City of Sydney alignment
Breaking the cycle **Reduce street homelessness across NSW by 50% by 2025**	Direct contribution from City of Sydney Strategic Direction 6: Housing for all Objective 6.1: People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs
Improving the health system **100% of all triage category 1, 95% of triage category 2 and 85% of triage category 3 patients commencing treatment on time by 2023**	Not applicable: local government is not involved in the delivery of health care
Improving the health system **Reduce preventable visits to hospital by 5% through to 2023 by caring for people in the community**	Not applicable: local government is not involved in the delivery of health care
Improving the health system **Reduce the rate of suicide deaths in NSW by 20% by 2023**	Not applicable: City of Sydney is not delivering initiatives under the Towards Zero Suicides Priority. City of Sydney's contribution is to the wellbeing of the community through the provision of public assets, infrastructure, programs and services.
Better environment **Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023**	Direct contribution from City of Sydney Strategic Direction 9: Design excellence and sustainable development Objective 9.1: The city's liveability will be enhanced through well planned and designed development Strategic Direction 7: Public places for all Objective 7.5: Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Better environment **Increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022**	**Direct contribution from City of Sydney** **Strategic Direction 1: A leading environmental performer** **Objective 1.2: Greening has increased to create a cool, calm and resilient city**
Better customer service **Increase the number of government services where citizens of NSW only need to "Tell Us Once" by 2023**	Indirect contribution as the primary focus of this action is NSW government. Emerging areas of information sharing include the NSW Planning Portal and the Easy to do Business program. The City of Sydney has adopted the 'tell us once' approach for its own digital service improvement program.
Better customer service **Implement best-practice productivity and digital capability in the NSW public sector. Drive public sector diversity by 2025 through:** • **having 50% of senior leadership roles held by women** • **increasing the number of Aboriginal people in senior leadership roles** • **ensuring 5.6% of government sector roles are held by people with a disability**	Not applicable: City of Sydney is not included in the definition of the NSW public sector however the City of Sydney has its own strategies regarding workforce diversity and equity and digital capability.



Attachment C

Draft Delivery Program 2022-2026



Delivery Program 2022–2026

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

CITY OF SYDNEY

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

Contents

1. Message from the Lord Mayor 4

2. Message from the CEO 6

3. Aboriginal and Torres Strait Islander statement 7

4. Inclusion and equity statement 9

5. Introduction 10

The communities' vision for the future 11
About Sydney 12
The integrated planning and reporting framework 14
Ten targets to measure progress 17

6. The Council 18

Our functions and services 18
Council's role and services 19
Council and Committee meetings 20
Your council 21
Who we will work with 25

7. The City's ten Strategic Directions 28

How to read this document 30
Strategic Direction 1: Responsible governance and stewardship 31
Strategic Direction 2: A leading environmental performer 33
Strategic Direction 3: Public places for all 36
Strategic Direction 4: Design excellence and sustainable development 38
Strategic Direction 5: A city for walking, cycling and public transport 40
Strategic Direction 6: An equitable and inclusive city 42
Strategic Direction 7: Resilient and diverse communities 45
Strategic Direction 8: A thriving cultural and creative life 47
Strategic Direction 9: A transformed and innovative economy 49
Strategic Direction 10: Housing for all 51

8. Evaluation 53

Measuring success 53
Assessment methods 53

9. Four year financial estimate 55

Budget and financial schedules 55

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

Deleted: Blackwattle Bay – Photo by Chris Southwood / City of Sydney…

1. Message from the Lord Mayor

This Delivery Program and Budget outlines our work to continue to build a more resilient and sustainable city, respond to the climate emergency, increase green space and deliver new and improved facilities for our growing community.

Since 2004, we've delivered hundreds of beautifully designed projects including parks, playgrounds, childcare centres, pools, libraries, theatres and community and cultural spaces and we are working on many more.

State-of-the-art community facilities, open green spaces and infrastructure projects are all being built or upgraded to create more welcoming and connected neighbourhoods to meet your needs.

From transforming George Street and the surrounding lanes to our continuing development of the Green Square town centre, we're dedicated to making sure Sydney is a great place to live, work and visit, well into the future.

We're continuing to create a city where people can walk and cycle safely with additional investment in George Street North and continuing the installation of separated cycleways and connections. We'll keep revitalising and maintaining our parks, leisure facilities and green spaces and create even more green spaces for the community with new parks such as Wimbo Park and the Drying Green Park.

Our Environmental Strategy will help direct our work to ensure Sydney is a sustainable and resilient city. We will continue to reduce the impact of our operations and maintain our commitment to carbon neutrality. We will also strengthen our existing community partnerships to reduce carbon emissions, support our communities to adapt to climate change and deliver improved waste and water outcomes.

The pandemic has had a significant impact on the city's economy, so our focus will be on continuing to support recovery and investing in events and activations.

Cultural and creative highlights will include hosting Sydney World Pride in 2023, the Oxford Street LGBTIQA+ Place Strategy, development of new creative spaces and ongoing support for vulnerable communities. We're also commencing work on Yananurala, a project to celebrate the cultures and heritage of First Nations people along the Harbour foreshore.

Through the Resilient Sydney program we will continue to partner with regional governments, business and the community to facilitate building the resilience of communities and councils to adapt, respond and recover from ongoing acute shocks such as extreme weather events, and long-term stresses like housing affordability.

The most successful global cities are characterised by high levels of social wellbeing – not just high levels of economic activity – and leading cities around the world are choosing to meet the challenges facing urban communities with strategies that strengthen social fabric and liveability.

As tourists and visitors return to our harbour city, we need to ensure our facilities and infrastructure remain second to none so that inner Sydney retains its status as an exciting and sustainable place. We are allocating funding for additional street closure events, city greening, new grants programs and public works.

Deleted: To be inserted in the final version.¶

Despite significant losses to our revenue through the pandemic, and new expenditure on programs to help our community recover, we have prepared a budget that will maintain our high level of service and continue our work to facilitate post-pandemic recovery whilst ensuring the City's financial sustainability into the future.

Our Delivery Program and Budget is a huge investment that will nurture the city's liveability, help the community and the economy recover from the pandemic, improve sustainability and resilience, create new public open spaces and enhance our cultural life.

Clover Moore

Lord Mayor



2. Message from the CEO

In preparing this delivery program we recognise ongoing uncertainties lie ahead as the City, Sydney, and NSW recovers from the Covid pandemic – now in its third year - and the impacts of recent floods which followed the devasting bushfires of 2019-20. Still our focus remains on working toward the sustainable development of our city which took shape in 2008 and as seen in Sustainable Sydney 2030.

Deleted: To be inserted in the final version.

Guided by Sustainable Sydney 2030-2050 Continuing the Vision we will continue to deliver projects, programs and activities which align with our goal for a sustainable city.

While the last delivery program responded to a period of rapid growth in the city with the delivery of major projects in the evolving Green Square town centre, this delivery program will have a focus on revitalisation of the Sydney centre and our villages.

We will deliver innovative events and programs to encourage people back into the city and enliven public spaces and places through creative installations.

Through our planning controls and economic programs, we will encourage diversification through our innovative sector. A focus of ours in this delivery program will be working with others to bring to life the Tech Central precinct and further support start ups through creative spaces, events and grants.

The pandemic has heightened the need for more open, green and connected spaces and we will respond in this delivery program by increasing greening in the city. We have committed to this in our Greening Sydney action plan

We have moved quickly to adapt to the rapid changes of the past few years and will continue to do so – particularly in supporting our creative sector through our extended grants program. We will use our voice to advocate for a more equitable and inclusive actions from the federal and NSW governments, our partners and others, particularly around the affordability of housing and provision of adequate social housing.

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We will work hard to restore our financial position back in line with our long-term financial plan while continuing provide a high quality of services to our many communities and respond where we can to help with the city's recovery. The City's strong financial management over the past years has provided a platform to contribute to the revitalisation of the city and its cultural heart. This delivery program commits us to restore our financial position, ensuring future Councils are strong to deliver for our diverse community in the years to come.

I am proud to lead an organisation which has at its core strong governance principles and practices. My team and I will continue to work hard to serve the community.

Monica Barone

Chief Executive Officer



3. Aboriginal and Torres Strait Islander statement

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

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

Commented [CP1]: Updated to align with edit in draft Community Strategic Plan

Deleted: our Community Strategic Plan Delivering Sustainable Sydney 2030–2050

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

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

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

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

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

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

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

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

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

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

2011 As part of the Eora journey project we committed to fund and install 7 artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living culture of First Nations Australians.

2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.

2016 We adopted the 10-year Eora journey economic development plan.

2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk and bara, an artwork and monument to the Eora people.

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



Welcome to Redfern, 2016, Reko Rennie in collaboration with local youth artists – Photo by Adam Hollingworth / City of Sydney

4. Inclusion and equity statement

Diverse communities live, work in and visit Sydney. The City of Sydney values and respects the diversity of these cultures, communities and experiences.

We value the city's Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area.

We value Sydney's multicultural society and the varied languages, traditions, religious and spiritual practices of the people who call the city home.

We value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. We respect people with diverse gender identities and our LGBTIQA+ communities.

We value the contributions made by all individuals and believe this diversity strengthens the city.

The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

We demonstrate our commitment to diversity and inclusion by respecting the dignity and worth of all people, equitably treating communities and employees, and fairly providing services, facilities and public spaces.

We want to promote a society where self-determination and inclusive participation is valued and to demonstrate these principles in all that we do.

Our work with communities strives to eliminate discrimination and mitigate disadvantage, to actively remove barriers to inclusive participation and to promote relationships that are based on understanding and respect.

Our communities expressed the same aspirations when we engaged them on the future vision for the city. The citizens jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way. Its a model of participatory governance that genuinely engages all citizens in decision making on all levels and housing for all to ensure that the city is inclusive and promotes social and community cohesion.

Our response is a more equitable and inclusive city. We want the city to be one where everyone has an equal chance in life and the opportunity to realise their potential. Cities that are more equal are cities that thrive.

5. Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten revised targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community will inform the City of Sydney in its decision-making.

Ten revised strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents such as this delivery program.

Our delivery program

Our Delivery Program 2022-26 is the City's 4-year program that translates the community's aspirations and strategic goals into actions. It identifies the principal activities the City will undertake to perform all of our functions using the resources identified in the Resourcing Strategy. This includes implementing the strategies and outcomes established by the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

The delivery program acts as the link between our community strategic plan and the annual operational plan and it is a point of reference for all principal activities undertaken by the council during its term of office.

The City's plans, projects, activities and budgets in our operational plan are directly linked to this delivery program. Importantly, our plans also demonstrate how our 'business-as-usual' activities and services help to achieve our community strategic plan objectives (services relevant to each strategic direction are identified in our operational plan).

The delivery program also identifies key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan. Progress in implementing our 4 year delivery program is reported every six months to Council.

The communities' vision for the future

Our communities support our green, global and connected city. This is what that means.

Green

We aspire to a sustainable future where everyone in the city does their part to respond to the climate emergency and contributes to improving environmental conditions on the planet.

It will mean citizens responsibly reduce their environmental footprint by cutting what they consume, minimising waste and sharing resources.

Business and institutions will take the lead in research, investment and innovation to remove carbon and transform our economy.

A regenerative circular economy will be driven by new design and manufacturing techniques with producers taking responsibility for their products' life cycle.

The city is naturally cooled by trees and greenery, helping support wellbeing and improving amenity.

Our collective voices and actions influence others, locally and globally.

The city and communities adapt to be resilient to the impacts of the changing climate.

The city is planned so that housing, transport, facilities, infrastructure and open space allow people to be close to their jobs and what they need for daily life.

Global

We aspire to the city being a leader in our region for just and sustainable growth, creativity and innovation. It will have a thriving 24-hour economy and opportunities for all.

It will mean the real history of our country is acknowledged and truth telling elevated to enable us to go forward together with Aboriginal and Torres Strait Islander peoples in a true spirit of reconciliation.

Everyone in the city has an opportunity to participate in its economic, social and cultural life and reach their full potential.

Our global orientation and connections keep the city at the forefront of sustainable investment, jobs and businesses as an international gateway and leading destination for talent, business and leisure visitors.

We all work collaboratively to enhance Sydney's reputation as a welcoming, diverse, inclusive and safe city that works to restore its natural environment and ecosystems.

Investment and support for creativity and innovation leads to strong economic growth.

New business models diversify our economy and business takes the lead in the transformation to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public space supports the city's thriving cultural life. Curiosity and experimentation are encouraged. Leadership, bold ideas and new talent are rewarded.

Smart, resilient infrastructure supports business investment and services our communities.

Business, government and communities are part of global networks and are active participants in global knowledge exchange.

Connected

We want social, business, cultural and physical connections within the city that allow us to reach our full potential, while being able to adapt to changes and withstand adversity. It will mean people look out for one another and feel safe.

Community cohesion is stronger from our efforts to learn from, understand and connect with one another.

Communities, particularly children and young people are engaged, use their voices and actively participate in governance and decision-making processes.

People and organisations within the city are prepared for and able to recover from most situations.

Our city celebrates and strengthens its diverse, multicultural communities and everyone feels welcome here.

Our lives are enhanced as our diverse communities contribute to the richness of the city's culture, where we record and share our stories, our history and our local creative achievements.

The city's distinctive local neighbourhoods provide strong focal points for community life, enriching experiences, recreation and simply coming together – all essential for health and wellbeing.

We can easily walk and ride bikes around our city and enjoy good public transport connections to the rest of metropolitan Sydney.

People feel connected to their city and to one another. These connections create the capacity to adapt to change and withstand adversity.

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.

About Sydney

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

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

T**he Council** is the elected Councillors of the City of Sydney. The most recent election was held on 4 December 2021 and the current term will run until September 2024.

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

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

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

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

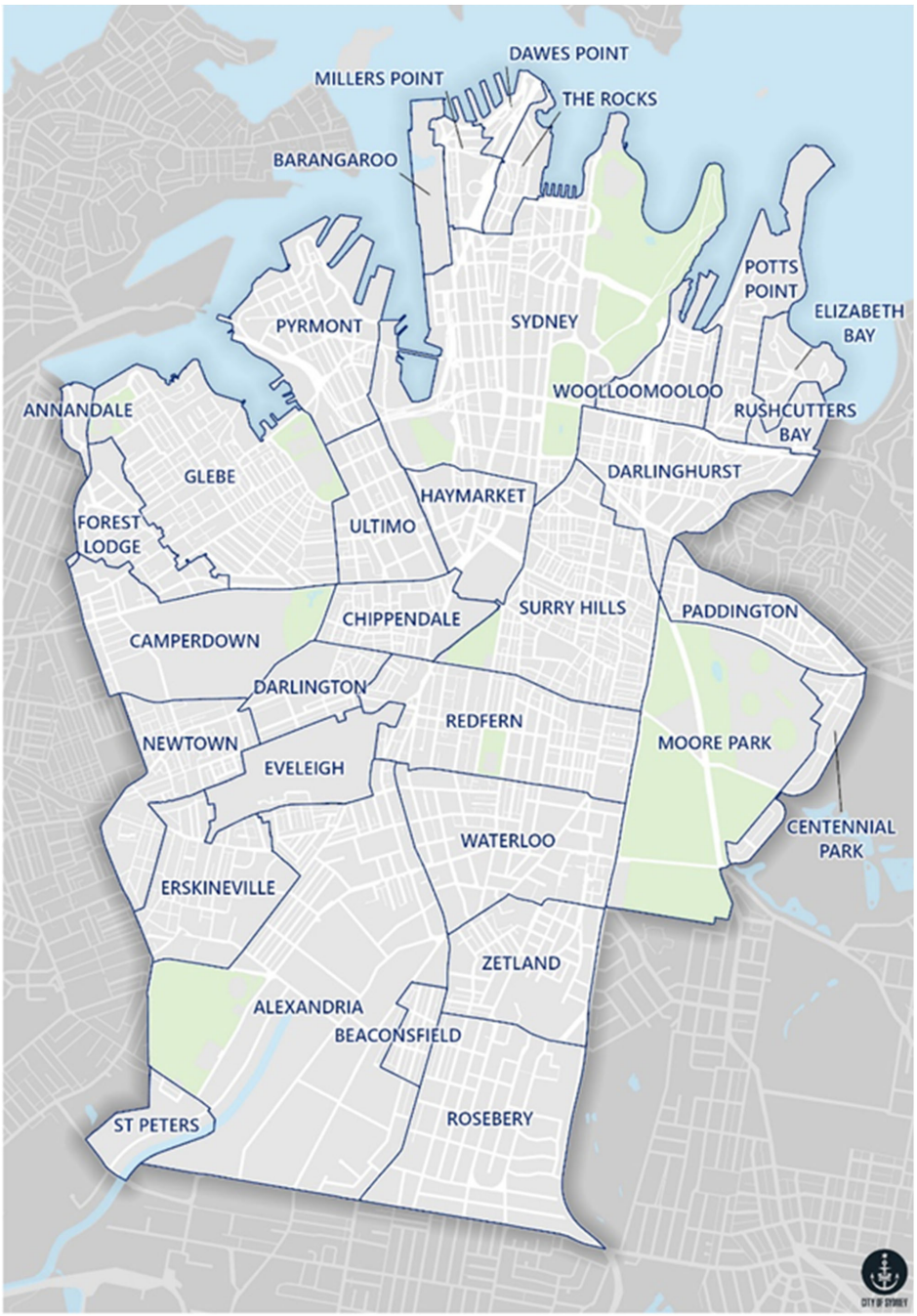


Figure 1. Sydney local government area showing its 33 suburbs

Deleted: the

The integrated planning and reporting framework

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest-level plan within this framework.

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

The Local Government Act includes principles for local government, which identify the matters councils need to consider when carrying out their responsibilities. Integrated planning and reporting is included as one of the principles.

Integrated Planning and Reporting (IP&R) gives the City a framework for identifying the priorities of its many communities and creating a holistic approach to planning to achieve those goals in a sustainable way, given the resources available. The NSW Government's framework, introduced in 2009, applies to all councils in the state.

Using this framework, the City has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement and articulated in the Community Strategic Plan.

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

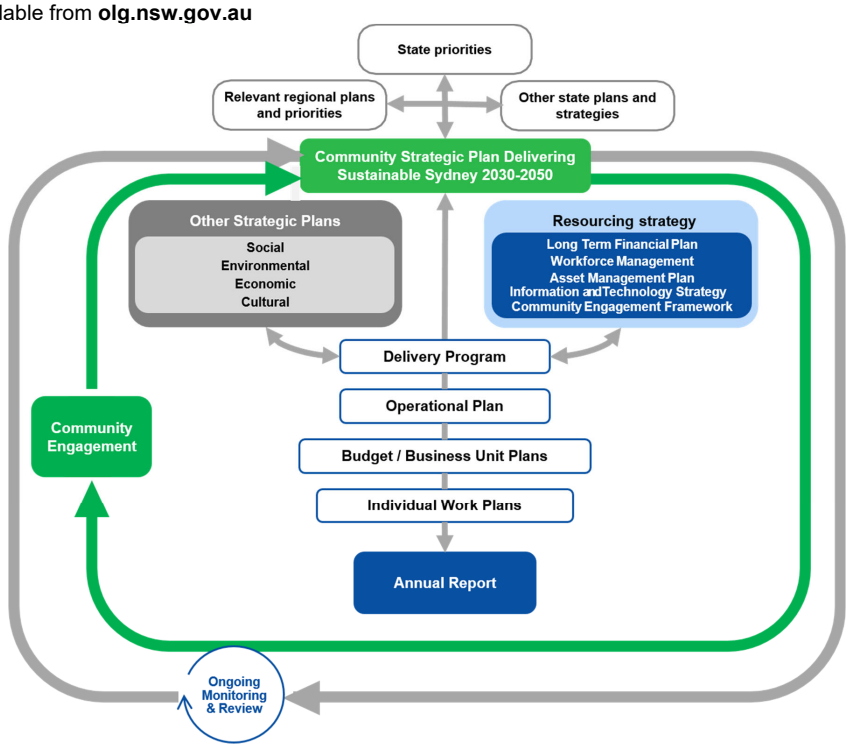


Figure 2. Integrated planning and reporting framework diagram, adapted from Office of Local Government

How the documents relate

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

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (the community strategic plan) is the highest level plan that the City will prepare.

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next three decades. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The delivery program (this document) acts as the link between the long term community strategic plan and the annual operational plan.

The City's Delivery Program 2022-26 (the delivery program) identifies the actions we will take over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

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

The Integrated Planning and Reporting Framework includes a reporting process to communicate how we are progressing to the Council and the community.

Resourcing the Plan

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework.

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

The Resourcing Strategy spans a period of 10 years and has 5 components:

1. Long term financial plan

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

2. People (workforce) strategy

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

3. Asset management plan

The Asset Management Plan is a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately $13 billion (including land) under City of Sydney care and control.

4. Information and technology strategy

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

5. Community engagement strategy

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

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

Monitoring and review

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

Progress towards our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 strategic goals is monitored through regular reporting to Council. We conduct half yearly, annual and whole of each council term performance reporting, and quarterly and annual financial reporting. Additionally, Sustainable Sydney 2030-2050 Continuing the Vision and the community strategic plan contain 10 targets to measure progress.

Ten targets to measure progress



By 2035 we will achieve net zero emissions in the City of Sydney local area



By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover.



By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.



By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.



By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.



By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.



By 2036 there will be at least 40,000m2 of new cultural production floor space in the City of Sydney local area compared to 2017.



By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.



By 2030 every resident will be around a 10-minute walk to what they need for daily life.



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

6. The Council

The City of Sydney and all other councils in NSW operate within a legislative framework determined by the NSW Government. In addition, the City of Sydney is bound by the *City of Sydney Act (1988)*.

Councils exist to:

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

Our councillors are elected for a four-year term by residents and non-residents. However, due to the 2020 election being postponed the current Council will serve for 2 years and 9 months.

The Lord Mayor is popularly elected. The Deputy Lord Mayor is elected by the councillors each year. All councillors represent the entire area as the City of Sydney is not divided into wards.

The primary role of a councillor is to make decisions and develop policies that guide our activities. This role is performed at Council and committee meetings, where the decision-making occurs.

Councillors provide leadership and guidance and facilitate communication between the Council as a governing body and our communities.

Our functions and services

Functional responsibilities

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

Services and service levels

The City is committed to improving the quality and levels of services to the community. For the period of this delivery program, the City will continue a program of reviews across a number of services and functions. Current and proposed reviews include the venue management service,

asset management and how we embed sustainability. It is expected that priorities will change over time and the review program will be required to alter accordingly.

When community facing services are to be reviewed, a community engagement program will be developed to ensure the community's and other stakeholders' expectations are included.

The financial management and governance of the Council is continuously reviewed and audited. Staff participate in best practice seminars and workshops held by industry groups and organisations to further their understanding of best practice and emerging trends.

Council's role and services

The City of Sydney has a critical role in providing projects, programs and services that support the community strategic plan. We'll work with a range of partners across business, government, civil society and community organisations to achieve these outcomes. We will enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed. And we'll establish less formal arrangements and collaborations at other times. Many outcomes will be achieved by other levels of government or organisations.

Reference and advisory groups will provide specialist advice and guide our work.

The City of Sydney's roles in this program include:

Leader	We seek to understand the underlying values of our communities and their needs. We put in place policies and the financial and governance frameworks to ensure we act ethically as stewards of this city.
Provider	We provide a range of infrastructure, facilities, programs, and services for the benefit of the city and its communities.
Convenor / facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses, and academia to deliver outcomes with and for our communities.
Planner	We use our professional expertise in city planning and program and service provision to undertake research, provide information and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental, and cultural issues and solutions relevant to the city and our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We will call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and its communities.
Networker	We engage in local, national, and global networks to share and develop expertise in urban issues.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
Role model	We lead by example in how we run our organisation, manage our assets, and engage our employees.

Communicator	We provide timely, accurate, inclusive, and inspiring information to the target audiences of our programs, projects and services and engage them in conversation about the work we are doing.

Council and Committee meetings

Councillors make decisions on all key matters at council meetings. Council meets at least 10 times a year. Matters are discussed at committee meetings the week prior to the council meeting. Members of the public can address committee meetings and may also attend council meetings.

We consult our communities regularly to seek the opinions of residents, business owners and other interested parties to ensure they play a role in the decision-making process.

Matters are first discussed at a council committee before a final decision is made at council. Council has established the following council committees:

- Corporate, Finance, Properties and Tenders Committee
- Business and Economic Development Committee
- Housing For All Committee
- Cultural and Creative Committee
- Resilient Communities Committee
- Transport, Heritage, Environment and Planning Committee.

The Central Sydney Planning Committee, the City of Sydney Local Planning Panel, the Local Pedestrian, Cycling and Traffic Calming Committee and the Central Sydney Traffic and Transport Committee do not refer decisions to Council.

Internal committees, advisory panels and working groups

In addition to Council's committees, it has established a number of internal sub committees, advisory panels and a working group to provide advice on the policies and operations of the City of Sydney across various subject areas. These include the:

- Aboriginal and Torres Strait Islander Advisory Panel
- Audit, Risk and Compliance Committee
- Business, Economic Development and Covid Recovery Advisory Panel
- Cultural and Creative Sector Recovery Advisory Panel
- Cycling Advisory Committee
- Design Advisory Panel
- Design Advisory Panel Residential Sub-Committee
- Housing For All Working Group
- Inclusion (Disability) Advisory Panel
- Multicultural Advisory Panel
- Public Art Advisory Panel

Commented [CP2]: This section updated based on feedback from staff during exhibition period.

Deleted: and cCommittee

Deleted: standing

Deleted: These committees meet at least 10ten times a year

Deleted: Sub

Deleted: six

Deleted: councillors with advice on the City's policies and operations and a forum for councillors to meet and discuss issues…

Moved (insertion) [1]

Moved up [1]: <#>Aboriginal and Torres Strait Islander Advisory Panel¶

Your council

Commented [CP3]: If an updated group photograph is available prior to publication the below image will be replaced.



Figure 3. Councillors standing in front of Town Hall. L-R: Councillor Ellsmore, Councillor Scott, Councillor Chan, Councillor Davis, Lord Mayor Councillor Moore, Deputy Lord Mayor Councillor Scully, Councillor Kok, Councillor Jarrett, Councillor Weldon. Absent: Councillor Gannon. Photo by Abril Felman / City of Sydney

There are 10 elected members on the City of Sydney Council elected in December 2021:

Councillor	Committee and panel appointments
Lord Mayor – Councillor **Clover Moore** (Clover Moore Independent Team)	– Aboriginal and Torres Strait Islander Advisory Panel – Audit, Risk and Compliance Committee – Business and Economic Development Committee (Chair) – Business, Economic Development and Covid Recovery Advisory Panel – Central Sydney Planning Committee (Chair) – Central Sydney Traffic and Transport Committee – Corporate, Finance, Properties and Tenders Committee (Chair) – Council (Chair) – Cultural and Creative Committee (Chair) – Cultural and Creative Sector Recovery Advisory Panel – Cycling Advisory Committee – Housing For All Committee (Chair) – Housing for All Working Group – Inclusion (Disability) Advisory Panel – Multicultural Advisory Panel – Resilient Communities Committee (Chair) – Transport, Heritage, Environment and Planning Committee (Chair)
Deputy Lord Mayor* – Councillor **Jess Scully** (Clover Moore Independent Team)	– Audit, Risk and Compliance Committee – Business and Economic Development Committee – Central Sydney Planning Committee – Corporate, Finance, Properties and Tenders Committee (Deputy Chair) – Council (Deputy Chair) – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

Commented [CP4]: Table rearranged to read in order: Lord Mayor, Deputy Lord Mayor then all following councillors in alphabetical order

Deleted: ommunity

Deleted: Environment Committee (Chair)

Councillor	Committee and panel appointments
Councillor **HY William Chan** (Clover Moore Independent Team)	– Business and Economic Development Committee – Central Sydney Planning Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Cultural and Creative Sector Recovery Advisory Panel – Cycling Advisory Committee – Housing For All Committee – Local Pedestrian, Cycling and Traffic Calming Committee (Chair) City of Sydney – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee (Deputy Chair)
Councillor **(Waskam) Emelda Davis** (Clover Moore Independent Team)	– Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee (Deputy Chair) – Transport, Heritage, Environment and Planning Committee
Councillor **Sylvie Ellsmore** (The Greens)	– Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee (Deputy Chair) – Housing for All Working Group – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor **Lyndon Gannon** (Liberal)	– Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee (Deputy Chair) – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

Commented [CP4]: Table rearranged to read in order: Lord Mayor, Deputy Lord Mayor then all following councillors in alphabetical order

Deleted: <#>Central Sydney Planning Committee (Alternate)¶

Deleted: <#>Local Pedestrian, Cycling and Traffic Calming Committee (Alternate Chair) City of Sydney¶

Councillor	Committee and panel appointments
Councillor **Shauna Jarrett** (Liberal)	– Business and Economic Development Committee – Business, Economic Development and Covid Recovery Advisory Panel – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor **Robert Kok** (Clover Moore Independent Team)	– Business and Economic Development Committee (Deputy Chair) – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Multicultural Advisory Panel – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor **Linda Scott** (Labor)	– Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Inclusion (Disability) Advisory Panel – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor **Yvonne Weldon** (Independent)	– Aboriginal and Torres Strait Islander Advisory Panel – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

*The Deputy Lord Mayor and deputy chairs of council committees are elected by the council annually.

Commented [CP4]: Table rearranged to read in order: Lord Mayor, Deputy Lord Mayor then all following councillors in alphabetical order

Deleted: <#>Central Sydney Planning Committee (Alternate)¶

Deleted: A

Deleted: is

Who we will work with

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.

Our partners include:

City West Housing Pty Ltd: a community housing provider that develops and manages affordable housing. Funding sources for City West's operations include developer contributions collected by the City for the purpose of providing affordable housing.

City Recital Hall Ltd: a not-for-profit organisation which leases the City Recital Hall, a purpose-built chamber music venue serving companies such as Musica Viva Australia, Australian Chamber Orchestra, Sydney Symphony Orchestra, Pinchgut Opera and Australian Brandenburg Orchestra. The City provides financial support to the City Recital Hall and participates on the organisation's risk and audit committee.

Resilient Sydney: In July 2018 the Resilient Sydney strategy was released. The strategy identifies the key risks facing metropolitan Sydney and provides a roadmap for collaborative action to ensure our city is inclusive, connected and resilient. It was developed with the involvement of all 33 metropolitan councils in consultation with over 1,000 residents and 100 businesses, government and community organisations. Since 2015 the City of Sydney has hosted Resilient Sydney and in early 2016 a steering committee was established to guide the program of implementation.

NSW Food Authority: This partnership guides food regulation by providing a consistent reporting approach and staff training for monitoring and enforcing food safety.

University of Sydney and the **University of Technology:** memorandums of understanding establish a collaborative and visible partnership around areas of shared mutual interest, including a shared commitment to a sustainable, globally connected Sydney with vibrant, diverse precincts of liveable, learning and strong communities where each person can realise their potential, whatever their social or cultural background.

Welcoming Cities Network: through this national and global network of cities the City has unprecedented access to a community of like-minded local councils through knowledge-sharing, the development of partnerships, and sharing and celebrating successes.

Sydney Tourism Information Partnership: a partnership agreement between Destination NSW, Property NSW and City of Sydney to collaborate on tourism related projects to promote visitation to Sydney. Sydney Visitor Collective

The Sydney Visitor Collective: a collaboration of tourism stakeholders hosted by Australian Tourism Export Council collaborating on projects and information sharing to support a quality experience for visitors to Sydney.

Sustainable destination partnership: a collaboration with a number of Sydney's leading accommodation and entertainment providers which aims to improve the sustainability performance of existing accommodation and entertainment sector buildings across Sydney's local government area.

Camperdown – Ultimo Innovation Precinct Alliance: a specialised collaboration precinct recognised by the Greater Cities Commission.

The Camperdown – Ultimo Collaboration Area Alliance: a self-organised group of key partners in the precinct, including representatives from education, health, government the creative sector, business and the new state significant innovation precinct around Central station.

NSW Department of Education: agreements are in place for joint use of sporting facilities at Alexandria Park Community School and Alexandria Park, and Inner Sydney High School and Prince Alfred Park, and Green Square Primary School under a joint use of facilities memorandum of understanding.

SSROC Procure Recycled – Paving the Way initiative: This memorandum of understanding focuses on working together to develop a framework for regional procurement of recycled material in infrastructure.

SSROC regional waste strategy group: consisting of 11 participating councils working to implement regional waste strategy and actions.

Sydney Harbour and Cooks River coastal zone management plan: provides a coordinated management framework for the local councils (including the City of Sydney), NSW government agencies (approximately 11) and two Commonwealth government agencies who have a stake in improving the future health of Sydney Harbour, Cooks River and their catchments.

Better Buildings Partnership: a collaboration of a number of Sydney's leading public, private and institutional landlords, including the City of Sydney. The partnership aims to improve the sustainability performance of existing commercial and public sector buildings across Sydney's local government area.

CitySwitch Green Office – National Steering Committee: a collaboration of leading cities and local councils and other partners in Australia to deliver a program which supports office-based businesses committed to improving their energy efficiency with help and assistance to create energy and cost savings and to improve their overall environmental performance.

Residential apartment sustainability reference group: established in 2011 to achieve better environmental outcomes in new and existing apartment buildings in line with the residential apartments sustainability plan.

World Cities Culture Forum: policymakers in more than 40 member cities share research and intelligence and explore the vital role of culture in their future prosperity.

NSW Department of Communities and Justice and the NSW Land and Housing Corporation: working collaboratively across a range of issues including homelessness, early intervention, domestic and family violence, anti-social behaviour, and the management of social housing estates to improve services for at risk and vulnerable residents in our local government area.

TAFE NSW: partnership agreements deliver free courses within our community centres to deliver lifelong learning outcomes for community members. This includes English classes for new and older migrants at Ultimo Community Centre.

Music Cities Network: a public / private network dedicated to improving communication and cooperation, sharing research and knowledge, exploring policy and advocacy, and networking for policy makers, city leaders and all other music city stakeholders.

FoodLab Sydney: a collaboration between the Sydney Environment Institute and UNSW Canberra, the City of Sydney, TAFE NSW and FoodLab Detroit in response to addressing food security and to research and support local food entrepreneurs and residents of the City of Sydney.

Domestic Violence NSW and NSW Police: supports collaboration and coordinates efforts across the sectors working to respond to and reduce violence.

Department of Communities and Justice – Targeted Earlier Intervention Program: delivers programs that support children, young people, families and communities experiencing or at risk of vulnerability.

Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum: to network and produce collaborative events to promote reconciliation and increase knowledge of Aboriginal and Torres Strait Islander cultures including the annual Pauline McLeod Awards.

Institute of Global Homelessness: in partnership with the NSW Premier and a range of homelessness sector non-government organisations to work together in pursuit of ending homelessness.

Intersectoral Homelessness Health Strategy: a formalised strategic approach to the coordination of planning, delivery and evaluation of homelessness health services.

Homelessness Assertive Outreach Response Team: made up of NSW Department of Communities and Justice, City of Sydney and specialist health, homelessness, and other non-government services, provides a collaborative approach between services results in better outcomes for both people sleeping rough and the wider community.

Department of Family and Community (protocol for support for rough sleepers in an emergency): a protocol with the Department of Family and Community Services to coordinate provision of accommodation and other services for rough sleepers in the City of Sydney local government area in emergencies such as extreme weather (heat/storms) or an emergency evacuation of the Sydney central business district.

Covid-19 Food Relief Response: collective impact food relief response group of over 60 not-for-profit agencies and businesses – the Food Operations Working Group, to provide food support for at risk individuals and families across the local area experiencing food insecurity as a result of Covid-19.

NSW Council for Intellectual Disability: a program aimed at reducing barriers to employment for people with intellectual disability. This program included training and mentoring for employees and managers to build more inclusive workplaces for everyone and increase their capacity and confidence to better support employees and colleagues with intellectual disability.

South Eastern Sydney Local Area Health District: Partnering in health initiatives such as Stepping On, a falls prevention program targeted at older community members to maintain health and independence.

Building Resilient Communities with City East Community College: delivery of free first aid and cardiopulmonary resuscitation (CPR) training workshops across five social housing areas in the local government area.

Youth Week programs and events: partnering with local youth service organisations and young people to deliver a suite of programs and initiatives that provide opportunities for young people to share ideas, attend live events, have their voices heard on issues of concern to them, showcase their talents, celebrate their contribution to the community, and have fun.

Commented [CP5]: Updated based on feedback from staff during exhibition period.

Deleted: including videos and podcasts exploring young people's utopia, a civic engagement program, as well as creative arts programs showcasing and exhibiting Youth Week themed artworks in the public domain

Refugee Week Programs and Events: provides an opportunity for communities to learn more about and celebrate the talents, skills, contributions and cultural diversity of refugees and people seeking asylum.

Transport for NSW: various funding agreements and joint cycleways, pedestrianisation and road safety projects.

Sydney Water: a memorandum of understanding to partner and collaborate together on increasing the use of recycled water across the Sydney LGA.

Metropolitan Local Aboriginal Land Council: the City of Sydney and the Metropolitan Local Aboriginal Land Council have signed principles of cooperation agreeing to:

- actively work together to foster reconciliation between Aboriginal and non-Aboriginal people
- actively work together to promote an increased understanding of Aboriginal culture
- establish and maintain open and transparent two-way communications and consultation between the two organisations
- establish a framework for considering development proposals affecting Metropolitan Local Aboriginal Land Council interests that is consistent with City of Sydney's duties and obligations under all relevant laws.

7. The City's ten Strategic Directions

Strategic Direction 1
Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities.

Deleted: s

Strategic Direction 2
A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

Strategic Direction 3
Public places for all

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

Strategic Direction 4
Design excellence and sustainable development

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

Strategic Direction 5
A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Strategic Direction 6
An equitable and inclusive city

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

Strategic Direction 7
Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Strategic Direction 8
A thriving cultural and creative life

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

Strategic Direction 9
A transformed and innovative economy

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

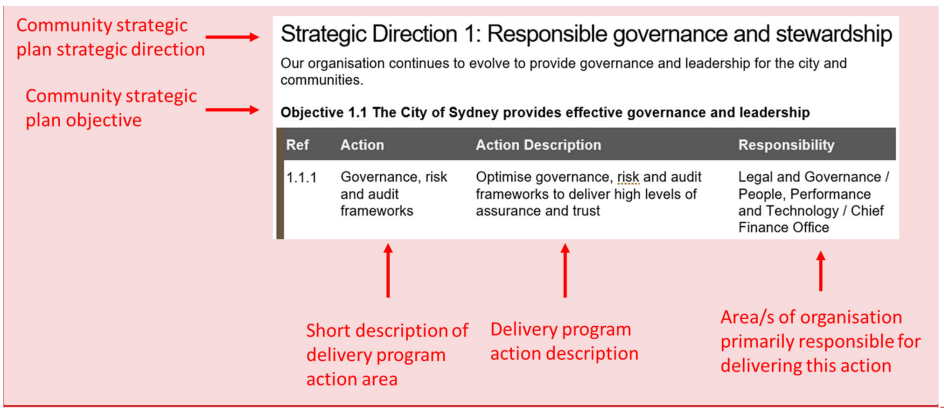
Strategic Direction 10
Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

How to read this document

The delivery program identifies the actions that Council will deliver over the next four-year period that will contribute to the outcomes identified in the community strategic plan.

Our community strategic plan is organised into 10 strategic directions or ways of organising issues and outcomes to be addressed.



Deleted: be

Commented [CP6]: Diagram updated to reflect minor wording change in strategic direction

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities.

Deleted: s

Objective 1.1 The City of Sydney provides effective governance and leadership

Ref	Action	Action Description	Responsibility
1.1.1	Governance, risk and audit frameworks	Optimise governance, risk and audit frameworks to deliver high levels of assurance and trust	Legal and Governance / People, Performance and Technology / Chief Finance Office
1.1.2	Foster leadership capabilities	Foster diverse and robust leadership capabilities to enable strong and effective decision making	Office of the Chief Executive
1.1.3	High quality internal legal advice and representation	Support the efficient and effective delivery of the City's functions through the provision of high quality internal legal advice and representation of the City's interests	Legal and Governance

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

Ref	Action	Action Description	Responsibility
1.2.1	Continuous improvement	Conduct an improvement program to enhance the effectiveness and efficiency in the delivery of services	Chief Financial Office / Chief Operations Office / People, Performance and Technology / Strategic Development and Engagement
1.2.2	Digital services	Develop responsive digital services that are easy for our community and employees to access and use	People, Performance and Technology
1.2.3	Access to City information and data	Publish and promote access to City information and data	People, Performance and Technology
1.2.4	Business and spatial intelligence	Provide business and spatial intelligence for better planning, operations, and decision making	People, Performance and Technology
1.2.5	Strengthen workforce capability, diversity and inclusion	Build a more diverse workforce and strengthen inclusion and a sense of belonging	People, Performance and Technology

Commented [CP7]: Deleted pre-exhibition (included in error) 1.2.4 Inform, engage and educate community Continue to publish and promote information that informs, engages, educates and improves services to the community Strategic Development & Engagement

Commented [CP8]: Added pre-exhibition to align with Operational Plan. Numbering also changed to 1.2.5

Deleted: Strengthen

Deleted: s

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

Ref	Action	Action Description	Responsibility
1.3.1	Financial Sustainability	Continue reviews of core services and business cases to ensure value for money, equity and financial sustainability	Chief Financial Office
1.3.2	Integrated planning and reporting	Integrate planning and reporting for the organisation that incorporates human and financial resources, assets and services	Chief Financial Office
1.3.3	Advocacy and policy initiatives	Continue to optimise the equitable contribution from all ratepayers through advocacy and policy initiatives	Chief Financial Office
1.3.4	Strategic property management	Manage the City's investment property portfolio to optimise commercial returns	Chief Operations Office
1.3.5	Best practice procurement	Incorporate innovative approaches into best practice procurement actions delivering social, sustainable and value for money outcomes	Chief Financial Office

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

Ref	Action	Action Description	Responsibility
1.4.1	Advocacy	Advocate for policy reform and integration across all levels of government to enhance governance and continuous improvement	Office of the Chief Executive

Deleted: / Legal & Governance

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

Ref	Action	Action Description	Responsibility
1.5.1	Partnerships	Continue to develop international, national, regional and local partnerships through consultation, advocacy and knowledge exchange and facilitate improved decision making and outcomes for the community	Strategic Development and Engagement / Office of the Chief Executive

Deleted: / Strategic Development & Engagement

Strategic Direction 2: A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

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

Ref	Action	Action Description	Responsibility
2.1.1	Net zero emissions – City assets and operations	Develop and implement initiatives to drive the design and management of all City assets to be resource efficient and net zero emissions	City Services / Chief Operations Office
2.1.2	Net zero emissions in the LGA	Develop and implement initiatives to drive existing buildings in the LGA to be resource efficient and net zero emissions	City Life / Strategic Development and Engagement
2.1.3	Zero emissions transport	Support the transition to zero emissions transport in the local government area	Strategic Development and Engagement / Chief Operations Office

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

Ref	Action	Action Description	Responsibility
2.2.1	Urban greening and canopy cover	Work towards achieving the City's greening and canopy cover targets	City Services
2.2.2	Urban greening resilience	Develop and implement initiatives that improve urban greening resilience and equity across the city and its communities	City Services
2.2.3	Habitat and biodiversity	Deliver a range of programs and projects that improve habitat potential and biodiversity	City Services
2.2.4	Community greening	Provide opportunities and support for participation in community greening and nature-based activities	City Services

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

Ref	Action	Action Description	Responsibility
2.3.1	Reduce water use	Deliver water efficiency initiatives and alternative water supplies minimise potable water usage in the City's operation	City Services / Chief Operations Office

Deleted: / Strategic Development & Engagement

Deleted: 1

Ref	Action	Action Description	Responsibility
2.3.2	Water sensitive city	Collaborate with others to support a water sensitive city for a liveable, cool and green city into the future	City Life / Chief Operations Office
2.3.3	Stormwater quality	Improve stormwater quality entering the harbour to support biodiversity outcomes and maximise the opportunity for water recreation	City Services

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

Ref	Action	Action Description	Responsibility
2.4.1	Reduce waste from City operations	Reduce waste generation and focus on highest value recycling and resource recovery for all material streams managed within our own operations	Chief Operations Office
2.4.2	Sustainable procurement	Support reduction in embodied carbon and circular economy outcomes within the City through sustainable procurement practices for goods and services	Chief Financial Office
2.4.3	Circular economy	Explore ways to establish a strong circular economy in our local area that promotes goods and services made from, or using, remanufactured, refurbished and recycled materials, or that come from low carbon and sustainable materials	City Services / Strategic Development and Engagement
2.4.4	Advocacy	Advocate for the government to fund and where necessary regulate the delivery of state and federal circular economy policies and resource recovery strategies	City Services / Strategic Development and Engagement
2.4.5	Reduce waste to landfill	Reduce the amount of waste sent to landfill by residents through avoidance and resource recovery	City Services
2.4.6	Efficient cleansing and waste services	Cleansing and waste services are managed to contribute to the city's efficiency and amenity	City Services

Deleted: Reduce

Deleted: support

Commented [CP9]: Updated based on feedback from staff during exhibition period.

Objective 2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Ref	Action	Action Description	Responsibility
2.5.1	Air quality	Facilitate improved monitoring of air quality and identify where improvements are required	Strategic Development and Engagement
2.5.2	Climate risk and adaptation	Facilitate greater awareness of climate risk and collaborate on adaptation solutions	Strategic Development and Engagement
2.5.3	Programs and partnerships	Deliver programs and partnerships that encourage and support residents and businesses in key sectors to improve their environmental performance	City Life

Strategic Direction 3: Public places for all

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

Objective 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Ref	Action	Action Description	Responsibility
3.1.1	Aboriginal and Torres Strait Islander people are influential in shaping the city	Aboriginal and Torres Strait Islander people are influential in shaping the city and planning our city public domain addresses Connecting with Country principles	Chief Operations Office

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

Ref	Action	Action Description	Responsibility
3.2.1	Welcoming, accessible and equitable public spaces	Plan and implement the City's public domain and public space programs increasing the number of welcoming, accessible and equitable public spaces	Chief Operations Office / City Life / City Services
3.2.2	Public amenity	Deliver public amenity services to ensure waste collection and public domain cleansing meet the needs of residents, visitors and the business community	City Services
3.2.3	Public safety and compliance	Deliver inspection and monitoring programs to ensure compliance with legislation and maintain community safety and health	City Planning, Development and Transport
3.2.4	Public spaces meet community needs	Focus on shaping the city's public spaces, ensuring they reflect local culture and identity and meet the needs of our community	Chief Operations Office

Deleted: City Services

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

Ref	Action	Action Description	Responsibility
3.3.1	Enable artists' contributions to the cultural life of the city.	Support and enable the central role that artists play in contributing to the cultural life of the city through public artworks, advocacy and other initiatives	City Life / Chief Operations Office

Commented [CP10]: Full stop removed pre-exhibition

Deleted: .

Objective 3.4 Physical and visual connections to the harbour are strengthened

Deleted: will be

Ref	Action	Action Description	Responsibility
3.4.1	Connecting with the harbour foreshore	The Eora Journey Recognition in the Public Domain project Yananurala inspires people to go walking on Country, through a curated series of Aboriginal stories, and to connect with, experience and understand the harbour foreshore	Chief Operations Office

Objective 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Ref	Action	Action Description	Responsibility
3.5.1	Equitable distribution and access	Ensure equitable geographical distribution, provision and access to diverse recreational facilities across the city	Chief Operations Office
3.5.2	Land under the care and control of the City is managed equitably	Land under the care and control of the City is managed equitably	Chief Operations Office
3.5.3	Access to pools and sporting facilities	Provide access to pools and sporting facilities to support social connection and wellbeing	City Services

Commented [CP11]: New Delivery Program action to align with transfer of pools and tennis court services in Operational Plan from 7.2 to 3.5.

Strategic Direction 4: Design excellence and sustainable development

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

Objective 4.1 The city's liveability will be enhanced through well planned and designed development

Ref	Action	Action Description	Responsibility
4.1.1	Inclusive and accessible places	Create inclusive and accessible places and support the health, wellbeing and culture of communities through good planning, design and development	City Planning, Development and Transport / City Life
4.1.2	Create great places	Create great places, including centres and high streets, that are well connected, serve the community and celebrate character, heritage and design excellence	City Planning, Development and Transport
4.1.3	Urban renewal	The planning, design and implementation of urban renewal areas delivers economic, environmental social and cultural sustainability objectives	Chief Operations Office

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

Ref	Action	Action Description	Responsibility
4.2.1	Central Sydney Planning Strategy	Implement the Central Sydney Planning Strategy to create a world class city centre with space for business and investment to grow, while safe-guarding public spaces and heritage	City Planning, Development and Transport
4.2.2	Planning for business, industry and economic opportunities	Plan for business, industry and economic opportunities in the innovation corridor and southern enterprise area with the right type of space to support clusters and regionally significant industries	City Planning, Development and Transport

Deleted: Chief Operations Office /

Deleted: City Planning, Development and Transport

Objective 4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Ref	Action	Action Description	Responsibility
4.3.1	Infrastructure planning, delivery and collaboration	Plan for and deliver local infrastructure, and collaborate with NSW Government on state infrastructure, that supports the wellbeing of a growing community	City Planning, Development and Transport / Chief Operations Office

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

Ref	Action	Action Description	Responsibility
4.4.1	Design excellence	Use competitive processes to deliver development that shows design excellence	City Planning, Development and Transport
4.4.2	Advice from expert panels	External panels of professionals provide expert advice on major public projects, private development and public art proposals	Chief Operations Office
4.4.3	Advocacy	Influence other levels of government to ensure development and public works demonstrate a high level of design excellence	City Planning, Development and Transport

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

Ref	Action	Action Description	Responsibility
4.5.1	Development supports a healthy environment and community	Ensure development protects and improves the natural environment including waterways, biodiversity, green spaces and tree canopy to support a healthy environment and community	City Planning, Development and Transport
4.5.2	Better designed and operated buildings	Reduce emissions and waste, and use and reuse water efficiently through better designed and operated buildings and places	City Planning, Development and Transport
4.5.3	Increase resilience through well designed and planned development	Increase the resilience of people and infrastructure against natural and urban hazards with well-designed and planned development	City Planning, Development and Transport

Deleted: / City Planning, Development & Transport

Deleted: 9.1.1

Strategic Direction 5: A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Objective 5.1 Street space is reallocated for people, places and planting

Ref	Action	Action Description	Responsibility
5.1.1	Public domain and public space programs	Plan and implement the City's public domain and public space programs	Chief Operations Office
5.1.2	Reallocation of street space	Advocate and plan for reallocating street space from vehicles to people, place and planting	Chief Operations Office / City Planning, Development and Transport
5.1.3	Partnerships to improve road safety and reduce traffic	Partner and work with state government stakeholders to improve road safety and reduce traffic speed	Chief Operations Office

Objective 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Ref	Action	Action Description	Responsibility
5.2.1	Promote public transport solutions	Promote solutions to meet the needs of people travelling to, from and within the City of Sydney by public transport by working closely with NSW Government agencies	Chief Operations Office

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

Ref	Action	Action Description	Responsibility
5.3.1	Improve safety, connectivity and amenity	Develop and progress a program of works to improve safety, connectivity and amenity for all people walking	Chief Operations Office / City Services
5.3.2	Encourage and monitor walking participation	Encourage walking and monitor participation, attitudes and safety.	Chief Operations Office
5.3.3	Advocacy	Advocate and work with State Government agencies to improve safety, amenity, connectivity and place for people walking along and across state roads and at signalised intersections	Chief Operations Office

Deleted: "

Objective 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Ref	Action	Action Description	Responsibility
5.4.1	Safe, connected cycleways	Build and manage a network of safe, connected cycleways that operate effectively	Chief Operations Office / City Services
5.4.2	Collaboration	Share our expertise and be a positive influence for cycling improvements within and beyond our boundaries	Chief Operations Office
5.4.3	Encourage and monitor cycling participation	Encourage cycling and monitor participation attitudes and safety	Chief Operations Office

Objective 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Ref	Action	Action Description	Responsibility
5.5.1	Efficient freight and servicing	Manage, plan and advocate for efficient freight and servicing that supports businesses and residents and supports amenity	Chief Operations Office / City Planning, Development and Transport
5.5.2	Manage parking and kerbside space	Plan for and allocate parking and kerbside space to the most appropriate use to support activities and place	Chief Operations Office

Strategic Direction 6: An equitable and inclusive city

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

Objective 6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Ref	Action	Action Description	Responsibility
6.1.1	Partnerships, self-determination and reconciliation	Engage in genuine partnerships with Aboriginal and Torres Strait Islander people to support self-determination including through implementation of the City's Reconciliation Action Plan and acknowledging the Closing the Gap priority actions	Strategic Development and Engagement
6.1.2	Enable self determined, culturally safe spaces	Develop 119 Redfern Street Redfern as a self-determined, culturally safe space for Aboriginal and Torres Strait Islander people	Strategic Development and Engagement

Objective 6.2 Everyone feels welcome and included in the city

Ref	Action	Action Description	Responsibility
6.2.1	Inclusion	Through implementation of the Inclusion (Disability) Action Plan identify and remove barriers to advance the inclusion of people with disability in our community	City Life
6.2.2	Support community needs	Position our libraries for the future that will support and reflect the needs of the community	City Life
6.2.3	Inclusive and accessible programs and services	Empower communities through the delivery of programs and services that are inclusive, accessible and affordable for all	City Life

Objective 6.3 Everyone benefits from equitable economic growth and has financial security

Ref	Action	Action Description	Responsibility
6.3.1	Build community skills and capacity	Build the skills and capacity of our diverse communities, remove barriers, and provide opportunities that facilitate more equitable economic participation	Strategic Development and Engagement / City Life

Ref	Action	Action Description	Responsibility
6.3.2	Increased employment and access to procurement	Support increased employment and access to procurement opportunities with Aboriginal and Torres Strait Islander people, businesses and organisations	Chief Financial Office / People, Performance and Technology

Deleted: Operations

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

Ref	Action	Action Description	Responsibility
6.4.1	Community engagement	Implement the Community Engagement Strategy to involve people in decisions that shape their city	Strategic Development and Engagement
6.4.2	Provide inclusive, clear, accurate and accessible information to the community	Provide inclusive communications that reflect and involve the diverse audience groups within our local area	Strategic Development and Engagement
6.4.3	Council elections	Ensure accuracy and currency of non-residential register and work with stakeholders to enable those eligible to participate in council elections	Legal and Governance

Deleted: Election unit,

Objective 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life

Ref	Action	Action Description	Responsibility
6.5.1	Equitable access to technology	Increase community access to digital equipment through our libraries and community centres, and champion technology and digital literacy through our programs	City Life / People, Performance and Technology

Objective 6.6 There is equitable access to education and learning opportunities

Deleted: quality

Ref	Action	Action Description	Responsibility
6.6.1	Capacity building	Deliver education and learning opportunities through capacity building programs and community development initiatives, with a focus on engaging people experiencing inequalities and disadvantage	City Life

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

Ref	Action	Action Description	Responsibility
6.7.1	Research, collaborate and advocate	Research, collaborate and advocate for a sustainable and equitable food system within our city	City Life / Strategic Development and Engagement
6.7.2	Improve food security	Address food insecurity through improved access to nutritious and affordable food and advocacy for government support	City Life

Strategic Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

Ref	Action	Action Description	Responsibility
7.1.1	Strengthen social cohesion	Strengthen social cohesion among culturally diverse communities	City Life
7.1.2	Collaborate to address loneliness and social isolation	Collaborate with community partners to develop and deliver targeted initiatives to address loneliness and social isolation	City Life

Objective 7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Ref	Action	Action Description	Responsibility
7.2.1	Equity and affordability	Provide equitable and affordable access to City community facilities	City Life
7.2.2	Accessibility and inclusiveness	Improve the accessibility of the City's community and cultural facilities and venues as part of planned upgrades and explore ways to make spaces more inclusive of people with invisible disabilities	Chief Operations Office
7.2.3	Support social connection and wellbeing	Improved social connections and wellbeing contribute to the communities' mental and physical wellbeing	Strategic Development and Engagement

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

Ref	Action	Action Description	Responsibility
7.3.1	Resilience and climate risk management planning	Embed climate risk and resilience considerations in City strategies, asset management and decision making	Strategic Development and Engagement / City Services
7.3.2	Support communities to build capacity and capability for resilience	Support communities and community organisations to develop their capacity and capability for resilience including support for communities beyond our local area and international communities experiencing emergency situations	City Services / City Life / Office of the CEO

Deleted: Strategic Development & Engagement

Objective 7.4 The city economy is diversified to strengthen its resilience

Ref	Action	Action Description	Responsibility
7.4.1	Economic diversity	Support diversity of business models including social enterprises, cooperatives and mutuals to create fairer social and economic outcomes for the community	City Life / Strategic Development and Engagement
7.4.2	Economic resilience	The City contributes to initiatives that support resilience in the face of economic transformations	City Life / Strategic Development and Engagement

Objective 7.5 People feel safe in the city

Ref	Action	Action Description	Responsibility
7.5.1	Collaboration	Improve community safety through collaborating with government and non-government organisations to deliver programs and initiatives that support safety and perceived safety in the community	People, Performance and Technology / City Life / City Services
7.5.2	Embed the NSW Child Safe Standards	Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	City Life
7.5.3	Community safety	Community safety is prioritised by proactive and reactive response to community issues	City Services

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

Ref	Action	Action Description	Responsibility
7.6.1	Community led solutions	Empower and support community led solutions to local social issues	Strategic Development and Engagement
7.6.2	Strong Aboriginal and Torres Strait Islander community-controlled sector	Support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high quality services to meet the needs of Aboriginal and Torres Strait Islander people in the local area	City Life
7.6.3	Strengthen young people's civic engagement	Collaborate with organisations in the youth sector to strengthen young people's civic engagement and inspire them to participate in shaping the future of our city	City Life

Deleted: -

Deleted: / City Life

Deleted: Strategic Development & Engagement

Strategic Direction 8: A thriving cultural and creative life

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

Objective 8.1 We value our cultural life and champion our creative industries

Ref	Action	Action Description	Responsibility
8.1.1	Public art	Continue to implement the City Art public art program, ensuring artists participate in shaping our city and the City Art Public Art Collection is expanded	Chief Operations Office
8.1.2	Investment in local creation and production	Cultural funding and programs to prioritise investment in local creation and production	City Life
8.1.3	Sydney is an innovative, creative and global city	We help position Sydney as an innovative, creative, global city	Strategic Development and Engagement / City Planning, Development and Transport
8.1.4	Prioritise local culture	By prioritising local culture, Sydney's stories, history, and creative achievements are recorded and shared	City Life
8.1.5	Connect with and engage the community	Our cultural programs, events, and services, educate, connect and engage the community	City Life

Objective 8.2 Aboriginal and Torres Islander peoples' cultural practice is visible and respected

Ref	Action	Action Description	Responsibility
8.2.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation	Continue to work with Aboriginal and Torres Strait Islander people to ensure better interpretation and representation of local Aboriginal cultures, including progressing the City's commitment to the Eora Journey: Recognition in the Public Domain program	Chief Operations Office

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

Ref	Action	Action Description	Responsibility
8.3.1	Encourage investment in new creative employment space	Pursue strategies to encourage investment in new creative employment space in Sydney	Strategic Development and Engagement / City Life

Ref	Action	Action Description	Responsibility
8.3.2	Encourage creative and cultural organisations and operators to live and work in Sydney	Support and deliver initiatives that encourage a community of cultural organisations and creative operators to live and work in Sydney	City Life

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

Ref	Action	Action Description	Responsibility
8.4.1	Diversity of workers and audiences	Engage diverse cultural workers, connect with diverse audiences and remove barriers to participating in events, programs and projects	City Life
8.4.2	Diversity in creative workforce and leadership	Encourage greater diversity in the leadership and workforce of the cultural sector	City Life

Objective 8.5 There is an increased supply of accessible creative space

Ref	Action	Action Description	Responsibility
8.5.1	Stable and affordable creative space	Advocate for and provide incentives to retain and increase the supply of stable and affordable creative space	Strategic Development and Engagement / City Planning, Development and Transport

Deleted: y

Deleted: We e

Deleted: our

Deleted: City Planning, Development & Transport /

Strategic Direction 9: A transformed and innovative economy

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

Objective 9.1 An expanding innovation economy will support Sydney's future prosperity

Ref	Action	Action Description	Responsibility
9.1.1	Develop and promote the Tech Central Innovation precinct	Collaborate to develop and promote the Tech Central innovation precinct to strengthen the innovation ecosystem	Strategic Development and Engagement
9.1.2	A safe and desirable destination	Help position Sydney globally as an innovative city and a safe and desirable destination to attract international students, talent, entrepreneurs, scalable businesses, and investment to the city	City Life
9.1.3	Support local businesses – technology and innovation	Support local businesses to transform and adopt new technologies and innovations and deliver programs to upskill the workforce to meet the needs of a more innovative economy	City Life
9.1.4	Support creative industries	Support the creative industries to flourish and contribute to the knowledge economy given their critical role in the innovative ecosystem	City Life

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

Ref	Action	Action Description	Responsibility
9.2.1	Innovation and commercialisation of research	Encourage innovation and promote commercialisation of research that contribute to the green and circular economy	Strategic Development and Engagement / City Life
9.2.2	Promote and support development of key green sectors	Promote and support the development of key green sectors in the local economy, including the greening of built environment and the transport sector, circular economy and sustainable finance	Strategic Development and Engagement

Deleted: / Strategic Development & Engagement

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

Ref	Action	Action Description	Responsibility
9.3.1	Collect, analyse and share data	Collect, analyse and share community data with local communities and other national and local cities	Strategic Development and Engagement / People, Performance and Technology

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

Ref	Action	Action Description	Responsibility
9.4.1	Activation of places and precincts	Encourage activation of places and precincts	City Life
9.4.2	Streamlined regulation and compliance	Streamline our regulation and compliance processes to improve access to space and encourage vibrancy and activation of place	People, Performance and Technology
9.4.3	Support the visitor economy	Support the visitor economy through activations, events and promotion of Sydney	City Life / Strategic Development and Engagement / People, Performance and Technology

Deleted: Strategic Development & Engagement

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

Ref	Action	Action Description	Responsibility
9.5.1	Promote economic activity and local neighbourhood identify	Influence and advise on major development projects to promote economic activity and neighbourhood identity	Strategic Development and Engagement / City Life
9.5.2	Economic diversity	Diversify our economy by encouraging greater variety of business models, industry mix, job types and workforce across neighbourhood precincts and CBD	City Life

Strategic Direction 10: Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

Objective 10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services and support to meet their needs

Ref	Action	Action Description	Responsibility
10.1.1	Collaboration and advocacy	Work with other levels of government, not-for-profits and the community to improve systems to reduce homelessness	City Life
10.1.2	Access to safe, secure and sustainable housing	Help increase access to safe, secure and sustainable housing with support and monitor trends in inner city homelessness	City Life

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

Ref	Action	Action Description	Responsibility
10.2.1	Safe, cohesive and connected neighbourhoods	Support initiatives to empower social housing residents to achieve safe, cohesive and connected neighbourhoods	City Life
10.2.2	Collaboration	Collaborate with partner agencies to provide timely support and services for social housing residents	City Life
10.2.3	Support people during urban renewal and development	Support social housing residents who are living through urban renewal and redevelopment projects	Strategic Development and Engagement / City Life
10.2.4	Advocacy	Continue to advocate for the increase in supply, mix, and quality of social and affordable housing within urban renewal and redevelopment projects	City Planning, Development and Transport

Objective 10.3 An increased supply of affordable housing supports diverse communities and the economy

Ref	Action	Action Description	Responsibility
10.3.1	Partnerships	Partner with state and federal governments, the community housing sector and the private sector to increase the supply of affordable housing across the local government area	City Planning, Development and Transport

Ref	Action	Action Description	Responsibility
10.3.2	Planning controls to encourage affordable rental housing	Encourage supply of affordable rental housing through planning controls	City Planning, Development and Transport

Objective 10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Ref	Action	Action Description	Responsibility
10.4.1	Facilitate supply of diverse range of housing	Policies, strategies and planning controls are in place to facilitate the supply of a diverse range of housing to meet the current and future needs of the community	Strategic Development and Engagement

Deleted: City Planning, Development & Transport

Objective 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Ref	Action	Action Description	Responsibility
10.5.1	Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes	Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes for Aboriginal and Torres Strait Islander people	City Planning, Development and Transport

8. Evaluation

A successful delivery program exhibits a clear link between the community strategic plan through to the operational plan and carries through the strategies identified in the community strategic plan.

Ongoing measurement of progress against the delivery program is important to ensure that we plan for, resource and deliver the objectives and outcomes identified in the community strategic plan.

Measuring success

It is important that we track our progress against our plans and evaluate our success as well as what we could do differently to achieve our goals.

Monitoring the implementation of the objectives within the community strategic plan requires a multi-layered approach. The delivery of the plan's actions are monitored along with a range broad sustainability indicators for the community and city as a whole.

Our community strategic plan contains 10 key targets to measure the transformation of the city, with progress reported every 4 years (see the introduction to this document for a list of these targets).

The City's delivery program and operational plan are monitored through half-yearly, annual and whole of each council term performance reports, and through quarterly and annual financial reports to council. These reports provide details of our operational performance and our progress towards strategic outcomes identified in the community strategic plan.

Our operational plan also includes a range of measures within each strategic direction which will be tracked to assess our progress in implementing the delivery program.

These reports can be found at **cityofsydney.nsw.gov.au**

Assessment methods

Progress against the delivery program and community strategic plan is assessed through detailed progress reporting to council including

- updates on activities undertaken to deliver our projects and programs
- performance against our targets and key performance indicators
- financial reporting.

Community indicators

The City has established a comprehensive set of community wellbeing indicators that measure progress across social, cultural, environmental, economic and democratic perspectives. The Community Indicators add an additional dimension to monitoring and reporting on the community strategic plan, and to the evidence base for integrated planning and reporting.

Performance indicators

In improving our planning and reporting to address our community strategic plan outcomes, we have developed a number of performance indicators. Not all of these indicators have historical data to report, nor do they all have identified targets.

There are 2 reasons for this:

1. It is not always appropriate to set targets, as some indicators are not controllable by the City but are useful plot trends or demands that impact performance.
2. There may be no historical data to use as a guide for an appropriate target to set. This will be changed where appropriate as we collect enough data to guide us in target setting.

Each of our strategic directions and underlying performance monitoring processes reflect that City of Sydney works under the principles of PLAN, DO, CHECK, ACT.



Figure 4. *Plan, do, check, act process diagram*

9. Four year financial estimate

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We're working to restore our financial position back in line with our long-term financial plan and to meet our commitments to provide services and support to the community and businesses in our local government area.

Despite the impacts of the pandemic, the City's strong financial management over the past years has provided a platform to respond to the crisis.

As we emerge from the pandemic we will focus on building the recovery while continuing to adjust to ensure the health and wellbeing of the community.

We will continue to engage with the community using the principles outlined in our community engagement strategy to ensure that changing and emerging priorities are identified. Decisions will continue to be based on the principles in our plan, community engagement outcomes, and in alignment with the NSW and Federal Government's recovery efforts and directives.

Budget and financial schedules

The City has produced a number of financial reports to demonstrate its plans and commitments over the ten-year horizon of the Long Term Financial Plan.

The following briefly describes these schedules and any assumptions have not been previously discussed throughout the body of the plan.

Additional alternative schedules have been presented for the Income Statement and Cash Flow Forecast, to reflect potential scenarios associated with recovery from the Covid-19 pandemic.

Income and expenditure (Income statement)

Income and expenditure statements have been provided at summary and detailed level to reflect the City's 10 year operational plan, including the 2022/23 budget and future years' forward estimates.

The summary report provides a high level overview, accords with the discussion in this plan, and aligns to the required annual financial reports format.

Scenario modelling

The 'base case' assumes that the Additional Special Variation to rates income submitted in April 2022 is approved by the Minister for Local Government.

Beyond the base case modelled in the main financial schedules, supplementary income statement schedules have been included, modelling additional scenarios related to:

1. variations to Additional Special Variation to rates income not being approved in line with expectations (note scenario 1a and 1b)

Commented [CP12]: This wording cannot be finalised until IPART decision is available.

2. prolonged impact from the Covid-19 pandemic. Whilst the base case largely reflects a recovery from the worst of the pandemic, this second additional scenario has modelled longer term structural impacts on key income sources:
   - commercial property leasing and licencing income
   - street furniture advertising income
   - venue and facility hire
   - associated impact on investment revenue

Additional income and expenditure reports then provide more detailed information for the base case:

- by main income and expenditure type
- by the City's organisational structure; and
- distributed by the City's principal activities.

Capital works

The capital works budget within the Long Term Financial Plan identifies each major project, rolling program and future project provision over the course of the 10 year planning horizon.

The proposed capital works program includes a total of $1,862.3 million comprising asset enhancement programs of $884.2 million, asset renewal programs of $968.1 million and a capital contingency sum of $10.0 million.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 years of the plan.

The 10 year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Cash flow forecast

The cash flow forecast takes the net surplus result from the income and expenditure statement, adjusts for non-cash transactional movements and allows for the capital expenditure program to forecast the movements in the City's total cash reserves.

Achieving this cash forecast is critical to ensuring the sustainability of the Long Term Financial Plan, and as such it will be one of the key measures that is regularly monitored and reviewed over the life of the plan.

As with the income statement, additional cash flow schedules have been included, modelling the same additional scenarios related to potential further Covid-19 impacts.

Office of Local Government performance measures

Projections relating to key performance measures are included in graphical format to provide additional context and to indicate performance trends over the period of the Plan.

Consistent with the requirements of the Office of Local Government, the Long Term Financial Plan projects financial forecasts for the City for 10 years and is updated annually as part of the development of the Operational Plan.

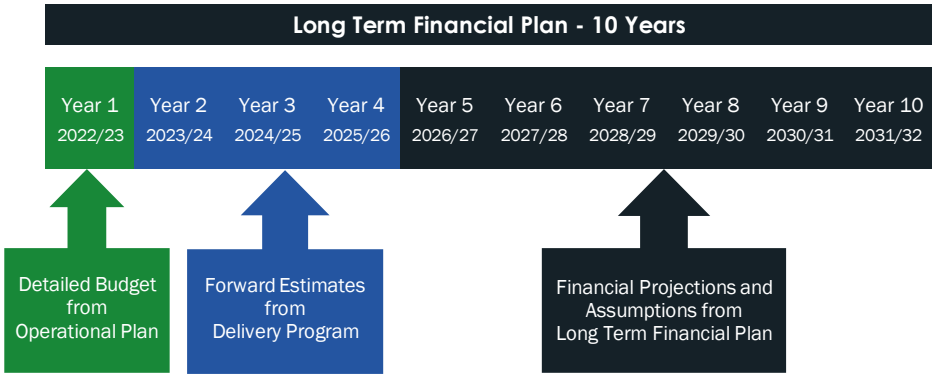


Figure 5. Ten year timeframe

City of Sydney
Income Statement

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	146.9	156.7	162.9	157.8	162.7	**1,456.3**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**771.9**	**782.2**	**783.1**	**3,064.6**	**789.1**	**818.2**	**851.8**	**868.3**	**874.6**	**897.7**	**8,164.3**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	162.5	167.4	172.5	177.8	182.9	**1,602.4**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**735.6**	**757.5**	**778.7**	**797.7**	**820.7**	**7,311.9**
Net Operating Result for the Year	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

Budgeted Income Statement

The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result, incorporating ongoing financial impacts of Covid-19 (and subsequent recovery) on the City's operations as detailed in the Long Term Financial Plan. Scenarios reflecting extended impacts of Covid-19 on key income streams have also been modelled and are included after the "base case" scenario financial schedules.

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 above reflects this approach.

Major non-cash items that may impact the City's financial results include:
- the incremental increase / decrease arising from the annual market revaluation of the City's investment properties
- the initial recognition of transferable Heritage Floor Space (HFS) rights

These items will have no initial impact upon the budgeted funds available for the Council and are therefore excluded from the annual budget and future years' financial estimates. Expected realisation of these assets through anticipated sale/divestment is reflected in forward estimates as applicable.

City of Sydney
Detailed Income and Expenditure

Delivery Program 2022-2026

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Income												
Advertising Income	**17.5**	18.0	18.5	19.1	**73.0**	19.6	20.2	20.8	21.4	22.1	22.7	**199.8**
Annual Charges	**66.5**	68.3	70.1	76.9	**281.8**	79.1	81.4	83.8	86.4	89.0	91.9	**793.5**
Aquatic Facilities Income	**0.1**	0.1	0.1	0.1	**0.5**	0.1	0.1	0.1	0.2	0.2	0.2	**1.4**
Building & Development Application Income	**6.0**	6.1	6.3	6.5	**24.9**	6.7	6.9	7.1	7.3	7.5	7.8	**68.3**
Building Certificate	**1.4**	1.5	1.5	1.5	**5.9**	1.6	1.6	1.7	1.7	1.8	1.8	**16.1**
Child Care Fees	**1.6**	1.7	1.7	1.8	**6.8**	1.8	1.9	1.9	2.0	2.1	2.1	**18.6**
Commercial Properties	**68.7**	77.7	83.1	86.0	**315.5**	78.5	86.4	94.4	98.9	91.8	94.9	**860.4**
Community Properties	**11.5**	12.9	13.2	13.6	**51.2**	14.0	14.4	14.8	15.2	15.6	16.0	**141.0**
Enforcement Income	**37.9**	39.1	40.2	41.4	**158.6**	42.7	44.0	45.3	46.6	48.0	49.5	**434.7**
Footway Licences	**0.0**	1.0	1.5	1.5	**4.0**	1.5	1.5	1.5	1.5	1.5	1.5	**13.0**
Grants and Contributions	**10.9**	9.1	9.3	9.5	**38.7**	9.7	9.9	10.1	10.3	10.5	10.8	**100.0**
Grants - Financial Assistance Grants	**7.1**	7.3	7.5	7.8	**29.7**	8.0	8.2	8.5	8.7	9.0	9.3	**81.5**
Health Related Income	**1.8**	1.8	1.9	2.0	**7.5**	2.0	2.1	2.1	2.2	2.3	2.3	**20.5**
Library Income	**0.1**	0.1	0.1	0.1	**0.4**	0.1	0.1	0.1	0.1	0.1	0.1	**1.0**
Other Building Fees	**11.6**	11.6	11.8	12.1	**47.0**	12.5	12.8	13.2	13.6	14.0	14.5	**127.7**
Other Fees	**3.4**	3.9	4.0	4.1	**15.4**	4.2	4.3	4.5	4.6	4.7	4.8	**42.6**
Other Income	**0.6**	0.6	0.7	0.7	**2.6**	0.7	0.7	0.7	0.8	0.8	0.8	**7.1**
Parking Meter Income	**39.3**	40.1	40.9	41.7	**162.0**	42.5	43.4	44.3	45.1	46.0	47.0	**430.3**
Parking Station Income	**10.2**	9.5	8.7	9.0	**37.3**	9.2	10.7	12.2	12.5	12.9	13.3	**108.2**
Private Work Income	**5.7**	5.9	6.1	6.3	**24.0**	6.5	6.7	6.9	7.1	7.3	7.5	**65.8**
Rates - Business CBD	**172.5**	176.7	181.2	185.7	**716.2**	190.4	195.1	200.0	205.0	210.1	215.4	**1,932.2**
Rates - Business Other	**67.0**	68.8	70.5	72.3	**278.5**	74.1	75.9	77.8	79.8	81.7	83.8	**751.6**
Rates - Residential	**81.5**	83.5	85.6	87.7	**338.2**	89.9	92.1	94.4	96.7	99.1	101.5	**911.9**
Sponsorship Income	**0.4**	0.4	0.5	0.5	**1.8**	0.5	0.5	0.5	0.5	0.5	0.6	**4.9**
Venue/Facility Income	**10.0**	10.3	10.6	10.9	**41.7**	11.2	11.6	11.9	12.3	12.6	13.0	**114.3**
Work Zone	**16.3**	14.3	13.8	14.2	**58.4**	14.6	15.0	15.5	15.9	16.4	16.9	**152.9**
Value in Kind - Revenue	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Total Operating Income	**651.1**	**671.8**	**690.9**	**714.4**	**2,728.2**	**723.4**	**749.2**	**775.9**	**798.3**	**809.7**	**831.9**	**7,416.6**
Operating Expenditure												
Salaries and Wages	**202.1**	208.8	214.3	219.6	**844.7**	225.6	231.8	238.2	244.9	252.2	259.7	**2,297.1**
Other Employee Related Costs	**1.5**	1.5	1.6	1.6	**6.2**	1.7	1.7	1.8	1.8	1.9	1.9	**17.0**
Employee Oncosts	**7.6**	7.8	8.0	8.2	**31.7**	8.5	8.8	9.0	9.3	9.6	9.9	**86.7**
Agency Contract Staff	**12.7**	12.4	12.9	13.2	**51.2**	14.3	14.0	14.5	14.9	15.3	16.6	**140.8**
Superannuation	**23.9**	24.6	25.2	25.9	**99.6**	26.7	26.4	27.2	28.0	28.8	29.7	**266.5**
Travelling	**0.2**	0.2	0.2	0.2	**0.7**	0.2	0.2	0.2	0.2	0.2	0.2	**1.9**
Workers Compensation Insurance	**6.5**	6.7	6.9	7.1	**27.2**	7.3	7.5	7.8	8.0	8.2	8.5	**74.5**
Fringe Benefit Tax	**0.6**	0.6	0.6	0.7	**2.5**	0.7	0.7	0.7	0.7	0.8	0.8	**6.9**
Training Costs (excluding salaries)	**1.2**	1.2	1.2	1.3	**4.9**	1.3	1.4	1.4	1.4	1.5	1.5	**13.5**
Salary Expense	**256.2**	**263.8**	**270.9**	**277.8**	**1,068.8**	**286.3**	**292.4**	**300.7**	**309.3**	**318.5**	**328.9**	**2,904.9**

City of Sydney
Detailed Income and Expenditure

Delivery Program 2022-2026

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Expenditure (continued)												
Bad & Doubtful Debts	**0.5**	0.5	0.5	0.5	**2.0**	0.5	0.5	0.5	0.5	0.5	0.5	**5.0**
Consultancies	**5.3**	5.4	5.6	5.8	**22.0**	5.9	6.1	6.3	6.5	6.7	6.9	**60.3**
Enforcement & Infringement Costs	**8.4**	8.7	8.9	9.2	**35.2**	9.5	9.8	10.0	10.3	10.7	11.0	**96.5**
Event Related Expenditure	**14.4**	14.9	15.3	10.3	**54.9**	10.6	10.9	11.2	11.6	11.9	12.3	**123.4**
Expenditure Recovered	**(4.0)**	(4.1)	(4.3)	(4.4)	**(16.8)**	(4.5)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	**(46.1)**
Facility Management	**12.5**	11.7	11.9	11.5	**47.5**	11.7	12.0	12.3	12.5	12.8	13.1	**121.9**
General Advertising	**1.1**	1.1	1.2	1.2	**4.6**	1.2	1.3	1.3	1.3	1.4	1.4	**12.5**
Governance	**1.8**	1.8	3.3	1.9	**8.8**	2.0	2.0	3.7	2.2	2.2	2.3	**23.1**
Government Authority Charges	**7.4**	7.7	7.9	8.1	**31.1**	8.4	8.6	8.9	9.1	9.4	9.7	**85.3**
Grants, Sponsorships and Donations	**24.7**	23.1	23.9	26.7	**98.4**	25.5	26.3	27.2	31.0	28.9	29.9	**267.1**
Infrastructure Maintenance	**44.1**	45.4	47.8	49.2	**186.4**	50.7	52.7	54.3	55.9	57.8	59.6	**517.3**
Insurance	**5.9**	6.2	6.4	6.7	**25.2**	6.9	7.2	7.5	7.8	8.1	8.4	**71.2**
IT Related Expenditure	**15.3**	15.8	16.3	16.8	**64.2**	17.3	17.8	18.3	18.9	19.4	20.0	**175.9**
Legal Fees	**3.2**	3.3	3.4	3.5	**13.3**	3.6	3.7	3.8	3.9	4.0	4.2	**36.6**
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	**3.6**	3.7	3.8	3.9	**14.9**	4.0	4.1	4.3	4.4	4.5	4.6	**40.8**
Other Operating Expenditure	**10.1**	10.4	10.7	11.0	**42.1**	11.3	11.7	12.0	12.4	12.8	13.1	**115.5**
Postage & Couriers	**1.3**	1.3	1.4	1.4	**5.4**	1.4	1.5	1.5	1.6	1.6	1.7	**14.8**
Printing & Stationery	**1.3**	1.3	1.5	1.4	**5.5**	1.4	1.5	1.7	1.6	1.6	1.7	**15.0**
Project Management & Other Project Costs	**1.1**	1.2	1.2	1.2	**4.7**	1.3	1.3	1.3	1.4	1.4	1.5	**12.8**
Property Related Expenditure	**39.7**	40.9	42.6	43.9	**167.0**	45.2	46.8	48.2	49.7	51.3	52.8	**461.0**
Service Contracts	**23.2**	23.0	24.1	25.1	**95.3**	26.1	27.5	28.6	29.7	30.5	31.4	**269.1**
Stores & Materials	**4.0**	4.2	4.3	4.4	**16.9**	4.6	4.7	4.8	5.0	5.1	5.3	**46.4**
Surveys & Studies	**2.3**	2.4	2.4	2.5	**9.6**	2.6	2.7	2.7	2.8	2.9	3.0	**26.2**
Telephone Charges	**2.6**	2.7	2.8	2.8	**10.9**	2.9	3.0	3.1	3.2	3.3	3.4	**29.8**
Utilities	**12.3**	12.7	13.1	13.5	**51.6**	13.9	14.3	14.7	15.2	15.6	16.1	**141.5**
Vehicle Maintenance	**2.5**	2.5	2.6	2.7	**10.3**	2.8	2.8	2.9	3.0	3.1	3.2	**28.1**
Waste Disposal Charges	**23.4**	24.3	25.3	26.3	**99.3**	27.4	28.5	29.6	30.8	32.0	33.3	**280.8**
Value in Kind - Expenditure	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Expenditure	**273.9**	**277.9**	**289.7**	**293.1**	**1,134.6**	**300.3**	**310.8**	**322.4**	**333.6**	**341.1**	**351.5**	**3,094.2**
Total Operating Expenditure (Excl Depreciation)	**530.1**	**541.7**	**560.7**	**570.9**	**2,203.4**	**586.6**	**603.2**	**623.1**	**642.9**	**659.6**	**680.4**	**5,999.1**
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney
Detailed Income and Expenditure

Delivery Program 2022-2026

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Result	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**
Add Additional Income:												
Interest	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Less Additional Expenses:												
Capital Project Related Costs	**5.8**	9.5	9.5	9.8	**34.6**	9.8	10.0	10.1	10.3	10.4	10.7	**95.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Net Operating Result - Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

City of Sydney

Operating Budget

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
City Life	**23.2**	**100.0**	**(76.8)**	**(76.5)**	**(78.8)**	**(77.6)**	**(309.8)**	**(78.0)**	**(80.4)**	**(82.8)**	**(88.4)**	**(88.0)**	**(90.8)**	**(818.2)**
Creative City	1.4	35.7	**(34.2)**	(35.2)	(36.2)	(31.8)	**(137.5)**	(32.8)	(33.8)	(34.8)	(35.8)	(36.9)	(38.0)	**(349.4)**
Grants & Sponsorship	0.1	26.3	**(26.2)**	(24.7)	(25.5)	(28.3)	**(104.7)**	(27.2)	(28.1)	(29.0)	(32.9)	(30.9)	(31.8)	**(284.5)**
Venue Management	11.3	7.1	**4.2**	4.7	4.8	4.9	**18.5**	5.1	5.2	5.4	5.5	5.7	5.8	**51.2**
Social City	8.1	21.2	**(13.1)**	(13.4)	(13.8)	(14.2)	**(54.5)**	(14.6)	(15.0)	(15.5)	(16.0)	(16.4)	(16.9)	**(149.0)**
City Business & Safety	2.0	5.3	**(3.3)**	(3.5)	(3.6)	(3.7)	**(14.2)**	(3.8)	(3.9)	(4.1)	(4.2)	(4.3)	(4.4)	**(38.9)**
City Life Management	0.0	2.1	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.7)**	(2.3)	(2.4)	(2.4)	(2.4)	(2.5)	(2.6)	**(23.3)**
Sustainability Programs	0.2	2.3	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.8)**	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	**(24.2)**
City Services	**136.4**	**203.2**	**(66.8)**	**(72.6)**	**(77.8)**	**(79.7)**	**(296.9)**	**(82.5)**	**(85.0)**	**(86.8)**	**(89.9)**	**(93.5)**	**(97.0)**	**(831.6)**
Security & Emergency Management	3.6	6.8	**(3.2)**	(3.3)	(3.4)	(3.5)	**(13.4)**	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	**(36.5)**
City Rangers	37.8	26.2	**11.6**	12.0	12.4	12.8	**48.8**	13.2	13.6	14.0	14.4	14.8	15.3	**134.0**
Parking & Fleet Services	49.5	16.1	**33.5**	33.1	32.6	33.2	**132.3**	33.7	35.5	37.3	38.0	38.7	39.3	**354.9**
City Greening & Leisure	1.6	43.2	**(41.6)**	(42.6)	(44.2)	(44.7)	**(173.1)**	(45.9)	(47.7)	(49.0)	(50.4)	(51.9)	(53.3)	**(471.3)**
City Services Management	0.0	0.5	**(0.5)**	(0.5)	(0.3)	(0.1)	**(1.4)**	0.1	0.3	0.5	0.7	0.7	0.8	**1.8**
City Services Strategy	0.0	0.8	**(0.8)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	**(9.6)**
City Infrastructure & Traffic Operations (CITO)	42.9	40.3	**2.6**	0.2	(1.2)	(1.3)	**0.3**	(1.4)	(1.7)	(1.8)	(1.9)	(2.2)	(2.3)	**(10.9)**
Cleansing & Waste	1.0	69.3	**(68.3)**	(70.5)	(72.8)	(75.2)	**(286.9)**	(77.7)	(80.3)	(83.0)	(85.8)	(88.6)	(91.6)	**(793.9)**
City Planning Development & Transport	**19.8**	**38.4**	**(18.7)**	**(19.4)**	**(20.1)**	**(20.6)**	**(78.8)**	**(21.3)**	**(21.9)**	**(22.6)**	**(23.2)**	**(23.9)**	**(24.7)**	**(216.4)**
Health & Building	2.2	14.8	**(12.5)**	(12.8)	(13.2)	(13.6)	**(52.1)**	(14.0)	(14.4)	(14.8)	(15.3)	(15.7)	(16.2)	**(142.4)**
Construction & Building Certification Services	10.8	2.9	**7.8**	7.8	7.8	8.1	**31.5**	8.3	8.5	8.8	9.1	9.3	9.6	**85.2**
Planning Assessments	5.9	14.7	**(8.7)**	(8.9)	(9.2)	(9.4)	**(36.2)**	(9.7)	(10.0)	(10.3)	(10.6)	(10.9)	(11.2)	**(98.9)**
Strategic Planning & Urban Design	0.8	6.1	**(5.3)**	(5.4)	(5.6)	(5.7)	**(22.0)**	(5.9)	(6.1)	(6.3)	(6.5)	(6.6)	(6.8)	**(60.2)**
Chief Operations Office	**80.5**	**89.6**	**(9.1)**	**(0.4)**	**2.7**	**3.2**	**(3.6)**	**(6.8)**	**(1.8)**	**3.4**	**5.1**	**(5.0)**	**(4.9)**	**(13.6)**
Chief Operations Office	0.0	0.9	**(0.9)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	**(9.2)**
City Property	80.5	66.0	**14.5**	23.8	27.5	28.7	**94.5**	19.4	25.2	31.3	33.8	24.6	25.5	**254.2**
City Design	0.0	4.3	**(4.3)**	(4.4)	(4.5)	(4.7)	**(17.9)**	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(5.6)	**(48.9)**
Infrastructure, Sustainability and Performance	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(2.0)	**(7.5)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	**(20.5)**
Asset Strategy & Systems	0.0	0.8	**(0.8)**	(0.8)	(0.9)	(0.9)	**(3.4)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	**(9.4)**
Green Infrastructure	0.0	0.0	**(0.0)**	(0.0)	(0.0)	(0.0)	**(0.0)**	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	**(0.1)**
Green Square	0.0	0.7	**(0.7)**	(0.7)	(0.8)	(0.8)	**(3.0)**	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	**(8.1)**
City Transformation	0.0	0.2	**(0.2)**	(0.2)	(0.2)	(0.2)	**(0.8)**	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	**(2.2)**
City Access	0.1	4.5	**(4.5)**	(4.6)	(4.7)	(4.9)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.5)	(5.6)	(5.8)	**(51.0)**
CPP - Development & Strategy	0.0	4.2	**(4.2)**	(4.3)	(4.5)	(4.6)	**(17.6)**	(4.7)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	**(48.3)**
CPP - Professional Services	0.0	4.7	**(4.7)**	(4.9)	(5.0)	(5.1)	**(19.7)**	(5.3)	(5.4)	(5.6)	(5.8)	(5.9)	(6.1)	**(53.9)**
CPP - Infrastructure Delivery	0.0	1.1	**(1.1)**	(1.1)	(1.1)	(1.2)	**(4.5)**	(1.2)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.4)**
Project Management Office	0.0	0.3	**(0.3)**	(0.4)	(0.4)	(0.4)	**(1.4)**	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	**(3.9)**

City of Sydney

Operating Budget

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
Chief Executive Office	**0.0**	**9.6**	**(9.6)**	**(9.9)**	**(10.2)**	**(10.4)**	**(40.1)**	**(10.8)**	**(11.1)**	**(11.4)**	**(11.8)**	**(12.1)**	**(12.5)**	**(109.7)**
Office of the Lord Mayor	0.0	3.9	**(3.9)**	(4.0)	(4.1)	(4.2)	**(16.2)**	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(5.0)	**(44.3)**
Secretariat	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(1.9)	**(7.4)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	**(20.3)**
Councillor Support	0.0	2.2	**(2.2)**	(2.3)	(2.3)	(2.4)	**(9.3)**	(2.5)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	**(25.3)**
Chief Executive Office	0.0	1.7	**(1.7)**	(1.8)	(1.8)	(1.9)	**(7.2)**	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	**(19.7)**
Strategy, Engagement & Communications	**0.8**	**19.5**	**(18.7)**	**(18.6)**	**(19.1)**	**(19.7)**	**(76.1)**	**(21.0)**	**(20.9)**	**(21.6)**	**(22.3)**	**(23.0)**	**(24.5)**	**(209.4)**
Strategy, Engagement & Communications	0.1	13.6	**(13.5)**	(13.2)	(13.6)	(14.0)	**(54.3)**	(15.1)	(14.8)	(15.3)	(15.7)	(16.2)	(17.5)	**(149.1)**
New Strategic Outcomes	0.0	0.2	**(0.2)**	(0.2)	(0.3)	(0.3)	**(1.0)**	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	**(2.7)**
Resilience	0.7	1.2	**(0.5)**	(0.5)	(0.6)	(0.6)	**(2.3)**	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.9)	**(6.8)**
City Engagement	0.0	2.0	**(2.0)**	(2.1)	(2.1)	(2.2)	**(8.4)**	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	**(23.1)**
Sustainability	0.0	1.5	**(1.5)**	(1.6)	(1.6)	(1.7)	**(6.4)**	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	**(17.5)**
Indigenous Leadership & Engagement	0.1	0.9	**(0.9)**	(0.9)	(0.9)	(1.0)	**(3.7)**	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	**(10.2)**
People Performance & Technology	**2.9**	**52.5**	**(49.6)**	**(51.1)**	**(52.5)**	**(53.9)**	**(207.1)**	**(55.5)**	**(57.1)**	**(58.8)**	**(60.6)**	**(62.4)**	**(64.3)**	**(565.7)**
Customer Service	2.8	7.3	**(4.5)**	(4.6)	(4.7)	(4.8)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.4)	(5.6)	(5.8)	**(50.8)**
Internal Office Services	0.0	0.3	**(0.3)**	(0.3)	(0.3)	(0.3)	**(1.2)**	(0.3)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	**(3.3)**
Corporate Human Resources	0.0	6.6	**(6.6)**	(6.8)	(7.0)	(7.2)	**(27.7)**	(7.4)	(7.7)	(7.9)	(8.1)	(8.4)	(8.6)	**(75.8)**
Work Health & Safety	0.0	2.2	**(2.2)**	(2.2)	(2.3)	(2.4)	**(9.1)**	(2.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	**(24.8)**
People Performance & Technology	0.0	1.2	**(1.2)**	(1.3)	(1.3)	(1.3)	**(5.1)**	(1.3)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.9)**
Business & Service Improvement	0.0	1.1	**(1.1)**	(1.2)	(1.2)	(1.2)	**(4.7)**	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	**(12.9)**
Data & Information Management Services	0.0	8.2	**(8.2)**	(8.5)	(8.7)	(8.9)	**(34.3)**	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	**(93.9)**
Technology & Digital Services	0.0	25.5	**(25.5)**	(26.2)	(27.0)	(27.8)	**(106.4)**	(28.6)	(29.4)	(30.3)	(31.2)	(32.2)	(33.1)	**(291.3)**
Chief Financial Office	**0.6**	**11.2**	**(10.6)**	**(10.9)**	**(11.0)**	**(11.3)**	**(43.9)**	**(11.7)**	**(12.0)**	**(12.4)**	**(12.8)**	**(13.1)**	**(13.5)**	**(119.4)**
Legal & Governance	**1.9**	**14.9**	**(13.0)**	**(13.4)**	**(15.5)**	**(14.3)**	**(56.1)**	**(14.7)**	**(15.3)**	**(17.6)**	**(16.3)**	**(16.9)**	**(17.4)**	**(154.3)**
Corporate Costs	**385.1**	**(8.8)**	**393.9**	**402.9**	**412.4**	**427.9**	**1,637.1**	**439.0**	**451.5**	**463.4**	**475.5**	**488.0**	**501.1**	**4,455.7**
Council	**651.1**	**530.1**	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney

Summary of Income and Expenditure by Principal Activity

The schedule below reflects the Strategic Directions from *Sustainable Sydney 2030-2050* as 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 all) 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. Other Principal Activities (such as Design excellence and sustainable development), will be delivered primarily via operational expenditure, rather than directly through capital works.

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2022/23) to better reflect the allocation of Council funds towards these major directions.

$'M	2022/23 Income	2022/23 Expenditure	2022/23 Net Surplus/ (Deficit)	2022/23 Capital	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
					Net Surplus/(Deficit) by Year								
Responsible governance and stewardship	490.0	284.6	**205.4**	**36.5**	243.6	246.4	248.3	242.7	256.8	276.2	278.6	276.0	284.9
A leading environmental performer	1.0	88.6	**(87.6)**	**21.0**	(91.1)	(94.0)	(96.9)	(100.1)	(103.6)	(106.9)	(110.4)	(113.9)	(117.6)
Public places for all	45.1	75.7	**(30.6)**	**84.8**	(32.5)	(35.3)	(35.5)	(36.6)	(38.1)	(39.3)	(40.4)	(41.9)	(43.1)
Design excellence and sustainable development	82.9	46.4	**36.5**	**0.0**	28.6	23.8	12.1	11.5	12.6	10.2	12.5	6.5	5.5
A city for walking, cycling and public transport	51.3	15.5	**35.9**	**45.7**	35.6	35.2	35.9	36.5	38.4	40.3	41.0	41.8	42.6
An equitable and inclusive city	7.2	38.7	**(31.4)**	**0.7**	(35.7)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)	(44.9)
Resilient and diverse communities	46.9	51.7	**(4.8)**	**12.5**	0.5	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.5
A thriving cultural and creative life	0.7	11.8	**(11.2)**	**3.5**	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(13.0)	(13.4)	(13.8)	(14.3)
A transformed and innovative economy	2.3	32.0	**(29.6)**	**7.5**	(30.2)	(31.1)	(26.5)	(28.0)	(28.1)	(29.0)	(29.8)	(30.7)	(32.5)
Housing for all	0.0	5.4	**(5.4)**	**0.0**	(2.6)	(2.8)	(4.9)	(3.1)	(3.3)	(3.5)	(6.7)	(3.9)	(4.1)
Total Council	**727.4**	**650.3**	**77.1**	**212.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**

City of Sydney

Capital Works Expenditure Summary

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 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.

$'M	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	*32.5*	**21.8**	27.2	20.1	0.3	**69.4**	2.3	6.3	2.1	6.5			**86.6**	**119.0**
Green Infrastructure	*31.9*	**2.1**	0.5	1.6	1.8	**6.0**	0.9	0.3					**7.2**	**39.1**
Open Space & Parks	*96.9*	**18.4**	26.1	18.8	17.3	**80.6**	20.4	27.2	24.1	18.3	24.1	26.3	**221.0**	**317.9**
Properties - Community, Cultural and Recreational	*128.8*	**19.6**	16.3	17.8	4.5	**58.3**	18.5	14.3	17.0	13.4	12.0	11.0	**144.5**	**273.2**
Properties - Investment and Operational	*6.7*	**1.1**			0.4	**1.5**	2.5	6.0	19.0	17.0	11.5	8.0	**65.5**	**72.2**
Public Art	*7.4*	**2.8**	2.9	2.2	1.6	**9.4**	1.8	0.8	1.5	1.5	1.5	1.0	**17.5**	**25.0**
Public Domain	*188.3*	**36.6**	32.8	26.5	30.6	**126.5**	15.9	32.7	22.1	19.8	28.9	31.1	**277.0**	**465.3**
Stormwater Drainage	*79.9*	**9.3**	14.6	4.2	4.2	**32.3**	5.0	5.7	5.7	5.6	5.6	5.1	**64.9**	**144.8**
Asset Enhancement Projects Total	**572.3**	**111.7**	**120.4**	**91.4**	**60.6**	**384.1**	**67.2**	**93.3**	**91.5**	**82.1**	**83.6**	**82.5**	**884.2**	**1,456.5**
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		**11.8**	16.3	15.0	17.8	**60.9**	19.2	20.1	20.9	21.6	22.9	22.9	**188.5**	**188.5**
Open Space & Parks		**21.3**	26.3	28.2	23.1	**99.0**	20.3	24.6	27.6	27.2	29.1	28.7	**256.5**	**256.5**
Properties Assets		**29.2**	38.4	36.8	34.7	**139.0**	39.1	32.0	28.3	27.7	27.7	27.4	**321.2**	**321.2**
Public Art		**1.2**	1.4	1.4	0.7	**4.8**	0.9	1.0	0.8	0.7	0.8	0.9	**9.9**	**9.9**
Public Domain		**24.0**	15.7	12.6	11.8	**64.1**	11.6	12.5	13.5	12.9	16.0	18.2	**148.8**	**148.8**
Stormwater Drainage		**3.0**	6.0	6.0	6.0	**21.0**	4.0	3.7	3.7	3.7	3.7	3.7	**43.2**	**43.2**
Asset Renewal Programs Total		**90.5**	**104.1**	**100.0**	**94.1**	**388.7**	**95.1**	**93.8**	**94.7**	**93.8**	**100.1**	**101.8**	**968.1**	**968.1**
TOTAL CAPITAL WORKS	**572.3**	**202.1**	**224.5**	**191.4**	**154.7**	**772.8**	**162.3**	**187.1**	**186.2**	**175.9**	**183.7**	**184.3**	**1,852.3**	**2,424.6**
Contingency														
Capital Works Contingency		**10.0**				**10.0**							**10.0**	**10.0**
Total Contingency		**10.0**	**0.0**	**0.0**	**0.0**	**10.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**10.0**	**10.0**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
Belmore Park	*Open Space & Parks - Asset Renewal*	*0.4*	**0.0**		0.2	0.6	**0.8**	2.0	4.0	4.0	2.2			**13.0**	**13.4**
Open Space Renewal - Hyde Park Lighting	*Open Space & Parks - Asset Renewal*	*1.0*	**0.5**	8.2	5.0	1.2	**15.0**							**15.0**	**16.0**
Customs House – Façade Upgrade stage 2	*Properties Assets - Asset Renewal*	*0.7*	**0.2**	1.3	3.9	3.4	**8.9**							**8.9**	**9.6**
Town Hall House, Façade Remediation	*Properties Assets - Asset Renewal*	*0.8*	**0.5**	3.8	4.4	3.0	**11.7**							**11.7**	**12.4**
343 George St - Facade Remediation & Facade Lighting	*Properties Assets - Asset Renewal*	*0.9*	**3.0**	2.8		2.5	**8.3**	5.9	1.6					**15.8**	**16.7**
Sydney Town Hall External Works Stage 3	*Properties Assets - Asset Renewal*	*10.1*	**2.2**	2.1	2.1		**6.4**							**6.4**	**16.5**
Woolworths Building - Façade Remediation	*Properties Assets - Asset Renewal*	*4.1*	**1.9**				**1.9**							**1.9**	**6.0**
Sydney Park Brick Kilns - Renewal Works	*Properties Assets - Asset Renewal*	*0.5*	**0.8**	3.8	6.1	4.9	**15.5**							**15.5**	**16.0**
Goulburn St Parking Station - Whole of structure remediation	*Properties Assets - Asset Renewal*		**1.0**	4.8	4.8	4.8	**15.3**	4.8	1.2	1.2	1.2	1.2	1.2	**26.0**	**26.0**
Bay Street East - Depot Redevelopment	*Properties Assets - Asset Renewal*		**0.5**	2.0	3.0	10.0	**15.5**	20.0	7.0					**42.5**	**42.5**
City Centre Public Spaces - Shakepeare Place	*Public Domain - Asset Renewal*		**0.0**				**0.0**					3.0	3.0	**6.0**	**6.0**
Oxford St wedt and Liverpool St Cycleway	*Bicycle Related Works - Asset Enhancement*	*0.5*	**1.0**	7.5	2.6		**11.1**							**11.1**	**11.6**
Erskineville Alexandria Precinct Cycleway Links	*Bicycle Related Works - Asset Enhancement*	*3.2*	**3.2**	2.8			**6.0**							**6.0**	**9.2**
Castlereagh Street Cycleway - North	*Bicycle Related Works - Asset Enhancement*	*1.0*	**4.7**	10.3	6.4		**21.4**							**21.4**	**22.4**
College Street Cycleway	*Bicycle Related Works - Asset Enhancement*	*1.1*	**4.3**				**4.3**							**4.3**	**5.4**
Surry Hills to Central Cycleway	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4			**0.5**				5.2			**5.7**	**5.7**
King St Cycleway - Stage 2	*Bicycle Related Works - Asset Enhancement*	*2.9*	**0.5**	0.4	2.0	0.2	**3.0**	0.4	1.5					**4.9**	**7.8**
Forest Lodge to City South Bike Network Link	*Bicycle Related Works - Asset Enhancement*	*0.2*	**2.0**	1.8	3.2		**7.0**							**7.0**	**7.2**
Wellington Street Bike Network Link	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4	4.5		**5.0**							**5.0**	**5.0**
Drying Green Park	*Open Space & Parks - Asset Enhancement*	*22.5*	**0.2**				**0.2**							**0.2**	**22.6**
Wimbo Park Surry Hills	*Open Space & Parks - Asset Enhancement*	*1.3*	**1.3**	3.6			**4.9**							**4.9**	**6.2**
City Centre Playground Works	*Open Space & Parks - Asset Enhancement*	*1.1*	**0.2**	0.9	4.8	0.8	**6.6**							**6.6**	**7.8**

City of Sydney

Capital Works Individual Projects > $5M

$M Project Name	Project Group	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
New Linear Park - Euston Road To Bourke Road	*Open Space & Parks - Asset Enhancement*		**0.0**			2.0	**2.0**	2.0	3.0	3.0				**10.0**	**10.0**
Synthetic Sports Field Installations - Perry Park	*Open Space & Parks - Asset Enhancement*	*1.0*	**2.2**	5.1	0.5		**7.8**							**7.8**	**8.7**
Alexandria School and Park Synthetic Sportsfield - Joint Use	*Open Space & Parks - Asset Enhancement*	*4.2*	**3.0**	1.0			**4.0**							**4.0**	**8.2**
Mandible Street Sports Precinct	*Open Space & Parks - Asset Enhancement*		**0.0**	0.3	0.3	0.5	**1.0**	5.0	14.0	10.0				**30.0**	**30.0**
Sydney Park - Fmr Nursery Re-use	*Open Space & Parks - Asset Enhancement*		**0.2**	0.8	2.0	2.2	**5.2**	1.3						**6.4**	**6.4**
Gunyama Park Stage 2 & George Julius Avenue North	*Open Space & Parks - Asset Enhancement*	*0.1*	**0.4**	8.0	8.4	1.7	**18.4**							**18.4**	**18.4**
Moore Park - Golf Course Conversion to Open Space	*Open Space & Parks - Asset Enhancement*		**0.0**				**0.0**			0.3	0.7	4.5	4.5	**10.0**	**10.0**
City North Observatory Hill Park Masterplan Upgrade	*Open Space & Parks - Asset Enhancement*						**0.0**	0.3	1.2	0.5				**2.0**	**2.0**
SSHS - Stage 2 (Cultural/Community/Health Facilities)	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*4.9*	**8.7**	7.1	4.0		**19.8**							**19.8**	**24.7**
New Childcare - Fig & Wattle Street Ultimo	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	8.0						**8.0**	**8.0**
Sports Facilities - Fig and Wattle Depot Site	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	7.0						**7.0**	**7.0**
Huntley Street Recreation Centre - Development	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**0.4**	6.0	10.8	1.5	**18.6**							**18.6**	**20.0**
George Street - Lend Lease Circular Quay VPA	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**7.5**				**7.5**							**7.5**	**8.8**
Pyrmont Community Centre Upgrade	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.0*	**1.8**	2.9			**4.7**							**4.7**	**5.7**
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**			0.2	**0.2**	0.6	3.0	5.0	3.2			**12.0**	**12.0**
Bay St West - Former Depot Site Redevelopment	*Properties - Investment and Operational - Asset Enhancement*		**0.0**				**0.0**	0.5	3.0	15.0	15.0	6.5		**40.0**	**40.0**
City Centre - Barrack St masterplan	*Public Domain - Asset Enhancement*	*0.0*	**0.2**	0.5	0.9	4.1	**5.7**							**5.7**	**5.7**
Hinchcliffe St (North), Woolpack St & Barker St (South)	*Public Domain - Asset Enhancement*	*0.3*	**0.0**			0.0	**0.0**		6.5					**6.5**	**6.8**
Zetland Ave (West) - Paul St to Portman St	*Public Domain - Asset Enhancement*	*8.1*	**1.4**				**1.4**							**1.4**	**9.6**
Green Square to Ashmore Connection	*Public Domain - Asset Enhancement*	*14.6*	**7.7**	6.8	2.0		**16.5**							**16.5**	**31.2**
Kings Cross Public Domain - Macleay Street	*Public Domain - Asset Enhancement*	*11.9*	**0.4**				**0.4**							**0.4**	**12.3**
Crown Street Public Domain	*Public Domain - Asset Enhancement*	*0.8*	**3.5**	6.3	6.6	7.0	**23.4**	3.7						**27.1**	**27.9**

City of Sydney

Capital Works Individual Projects > $5M

$M Project Name	Project Group	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Regent Street Redfern	*Public Domain - Asset Enhancement*		**0.0**		0.3	0.7	**1.0**	5.0	7.0	5.0				**18.0**	**18.0**
George Street South Pedestrianisation	*Public Domain - Asset Enhancement*	*29.9*	**13.6**				**13.6**							**13.6**	**43.5**
Danks Street South - Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**				5.0			**5.0**	**5.0**
Green Square Northern Precinct Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		5.0					**5.0**	**5.0**
Loftus St, Reiby Pl & Customs House Ln Upgrade	*Public Domain - Asset Enhancement*	*0.3*	**2.8**	5.0			**7.8**							**7.8**	**8.0**
George Street North Pedestrianisation (Hunter to Alfred Sts)	*Public Domain - Asset Enhancement*		**1.0**	7.5	6.5		**15.0**	1.0	7.5	6.5				**30.0**	**30.0**
Erskineville Road Public Domain upgrade	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		0.2	5.0	6.0	0.8		**12.0**	**12.0**
Joynton Avenue Stormwater Drainage Upgrade	*Stormwater Drainage - Asset Enhancement*	*3.4*	**8.2**	13.3			**21.5**							**21.5**	**24.9**

City of Sydney
Balance Sheet

$'M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS										
Current Assets										
Cash and Investments	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4
Receivables	99.7	101.8	103.5	105.1	104.8	106.7	110.4	112.5	112.3	114.2
Prepayments	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Inventory	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Current Assets Total	**590.4**	**460.5**	**494.6**	**589.3**	**532.0**	**506.7**	**480.5**	**395.0**	**390.2**	**383.6**
Non-Current Assets										
Capital Works, Infrastructure, Investment Properties and P&A	12,307.4	12,541.4	12,610.9	12,586.8	12,712.6	12,815.9	12,928.2	13,096.7	13,175.7	13,253.1
Non Current Assets	**12,307.4**	**12,541.4**	**12,610.9**	**12,586.8**	**12,712.6**	**12,815.9**	**12,928.2**	**13,096.7**	**13,175.7**	**13,253.1**
Total Assets	**12,897.9**	**13,001.9**	**13,105.5**	**13,176.1**	**13,244.6**	**13,322.6**	**13,408.7**	**13,491.7**	**13,565.8**	**13,636.7**
LIABILITIES										
Current Liabilities										
Payables	275.0	270.6	277.2	262.0	254.3	247.5	238.4	228.8	220.5	210.7
Provisions	77.4	81.1	83.6	86.1	90.1	92.3	93.1	96.1	101.7	105.4
Current Liabilities Total	**352.5**	**351.7**	**360.8**	**348.1**	**344.4**	**339.8**	**331.6**	**325.0**	**322.2**	**316.1**
Non-Current Liabilities										
Provisions	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Non-Current Liabilities Total	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**
Total Liabilities	**376.2**	**375.4**	**384.5**	**371.8**	**368.0**	**363.5**	**355.2**	**348.7**	**345.9**	**339.8**
Net Assets	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**
EQUITY										
Equity	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**

City of Sydney
Cash Flow Forecast

Delivery Program 2022-2026

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	262.1	272.9	281.9	290.2	288.3	303.0	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**670.2**	**689.3**	**712.7**	**721.7**	**747.5**	**774.1**	**796.5**	**807.8**	**830.0**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	309.0	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**601.5**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**130.1**	**130.2**	**143.5**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**
Other Non Operating:										
Interest income	7.5	6.4	6.5	8.7	9.0	8.2	9.5	9.6	8.2	8.0
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Non-Cash Asset Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash Surplus before Capital Expenditure	**191.5**	**220.7**	**212.0**	**202.4**	**192.8**	**205.0**	**218.6**	**215.2**	**204.6**	**206.7**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(132.0)**	**32.4**	**93.1**	**(57.0)**	**(27.2)**	**(30.0)**	**(87.6)**	**(4.7)**	**(8.3)**
Total Cash at Beginning of Period	657.1	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7
Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
Total Cash at End of Period	**482.6**	**350.6**	**383.0**	**476.1**	**419.1**	**392.0**	**362.0**	**274.4**	**269.7**	**261.4**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

Asset Replacement and Sales (including Information Services - Capital Projects)

Council holds assets to ensure its financial viability, for commercial and strategic reasons, and to meet the needs of its operations.

Depreciating assets, such as plant, equipment and vehicles, held for Council's operations are changed or replaced in line with Council's current needs and the operational life of the asset. The City replaces its light fleet every two years or 40,000km excluding utility vehicles which are replaced every three years or 60,000km. The City also adopts a replacement program to renew its Personal Computer assets on an average three-yearly cycle.

The City has a program of upgrades and enhancements to information systems. These can include installation and configuration of 3rd party software and development of new in-house solutions.

Where these system developments are deemed to have an enduring benefit to the City, the costs of the project are capitalised as assets within the Fixed Asset Register, and amortised over an appropriate useful life. Capitalisation of costs is consistent with the City's *Asset Recognition and Capitalisation Policy.*

Summary of Expenditure - 2022/23

	2022/23		
$M	Acquisitions	Sales	**Net Budget**
Books & Library Resources	0.8	0.0	**0.8**
Information Technology (Equipment)	2.3	0.0	**2.3**
Technology and Digital Services - Capital Projects	7.0	0.0	**7.0**
Vehicles and Plant	6.8	(0.5)	**6.3**
Equipment, Furniture & Fittings and Miscellaneous	3.6	0.0	**3.6**
Total	20.4	(0.5)	19.9

Statement of Business or Commercial Activities

The City of Sydney expects to continue with Parking Stations as a Category 1 business activity. In a typical operating environment, these commercial activities provide an additional source of funding that enables the Council to continue to provide enhanced services and infrastructure delivery without placing additional burden on the City's ratepayers.

Revenue Policy - Charges for Works Carried out on Private Land

Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

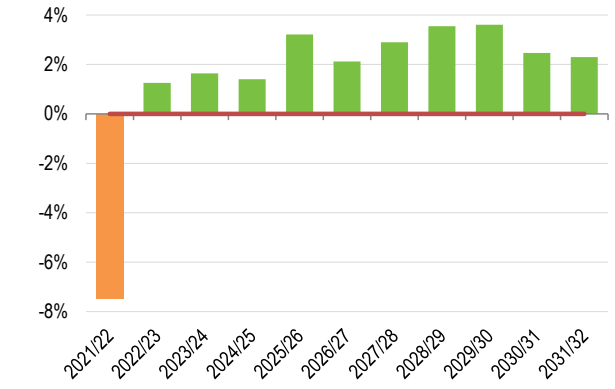
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements (per the Asset Management Plan) and infrastructure backlog.

The formulas used in the calculations, as provided by the NSW Office of Local Government, are also included.

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Sustainability

Operating Performance Ratio

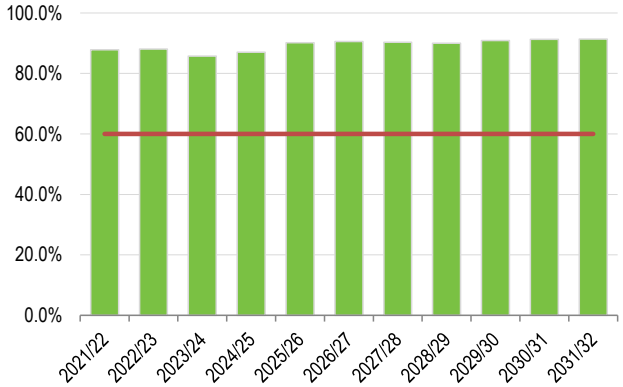


Operating Revenue (*excl* Capital Grants & Contributions)
less **Operating Expenses**
Operating Revenue (*excl* Capital Grants & Contributions)

The City's Operating Performance for 2021/22 has been significantly impacted by the continuation of the Covid-19 pandemic, particularly the Delta and Omicron variants that resulted in extended lockdowns and economic disruption. These impacts are beginning to ease in the latter part of the 2021/22 financial year.

Forward estimates anticipate a financial recovery reflecting a return to long term averages over time. The base case of the model relies upon the recovery of key income sources in 2022/23, and scenarios have been provided within this Long Term Financial Plan modelling financial impacts of an extended or delayed period of recovery.

Own Source Revenue

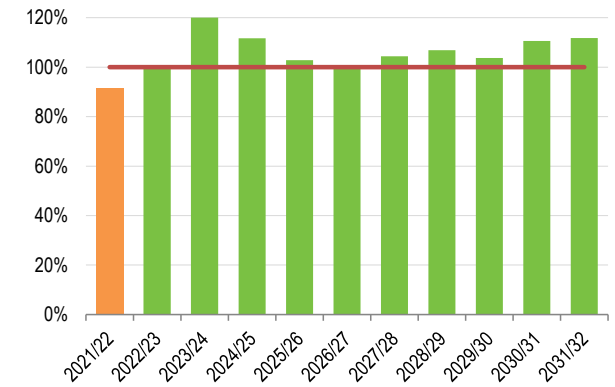


Total continuing operating revenue *less* all grants and contributions
Total Operating Revenue
(*inclusive of* Capital Grants and Contributions)

The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue.

As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumeded continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.

Building and Infrastructure Asset Renewal Ratio



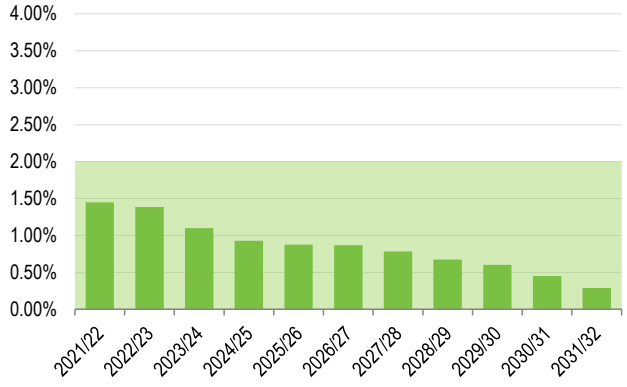
Actual Asset Renewals
Required Renewal* of Building and Infrastructure Assets

Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation.

Ratio performance is forecast to exceed benchmark over the life of the plan. Performance in excess of the ratio benchmark is driven by large-scale capital works projects that provide a renewal benefit to major assets while achieving long term strategic goals. These major items are in addition to underlying capital renewal programs that meet cyclical renewal requirements.

Infrastructure and Service Management

Infrastructure Backlog Ratio



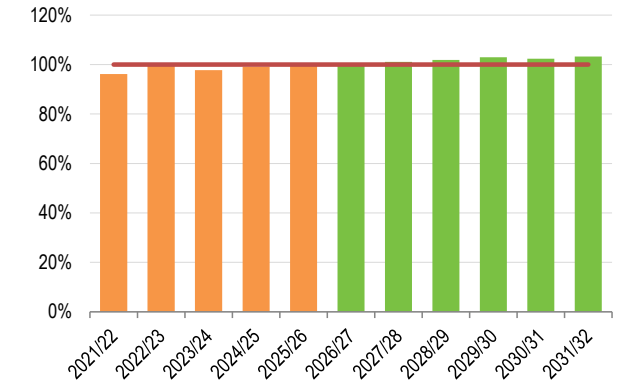
Estimated Costs to Bring Assets to a Satisfactory Standard

Written Down Value of Infrastructure (*incl* roads and drainage assets), **Building, Other Structures** and **Depreciable Land Improvements Assets**

The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a "satisfactory standard". The identified infrastructure backlog is subject to ongoing review, to ensure that backlog levels reported are reflective of those assets deemed to be at less than "satisfactory standard".

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise works.

Asset Maintenance Ratio



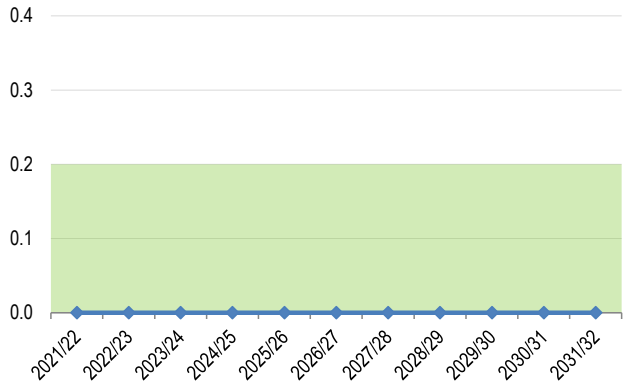
Actual Asset Maintenance

Required Asset Maintenance

In line with the City's Asset Management Plan, asset maintenance is forecast to remain at (or near to) benchmark over the life of the plan (i.e 98% or higher).

Whilst gross expenditure on asset maintenance will continue to grow over time, so to will the "required" level of annual maintenance, as the City's asset base continues to grow. Resourcing of asset maintenance and operating expenditure is considered in conjunction with capital renewal, as part of a holistic approach to asset management. Over the longer term, increases to asset maintenance expenditure will continue to be 'matched' to growth in the City's asset base.

Debt Service Ratio



Principal Repayments (from Statement of Cash Flows) *plus* **Borrowing Interest Costs** (from the income statement)

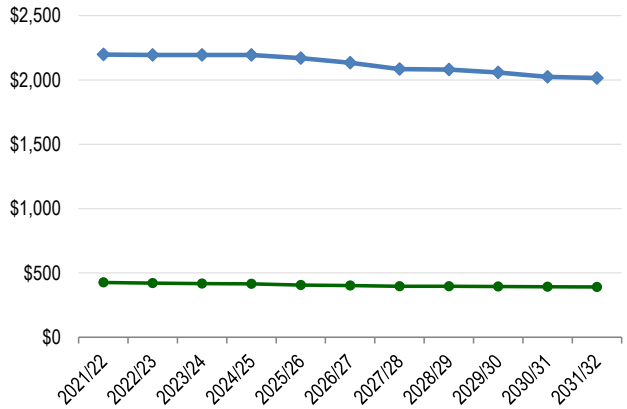
Operating Results before Interest and Depreciation (EBITDA)

Historically strong financial management has alleviated the need for the City to borrow funds, and the Long Term Financial Plan projects that this trend will continue over the next 10 years.

In addition to cash and investment reserves accumulated over a period of 15 years, the City has access to considerable capital income (in the form of developer contributions and interest on cash and investments) that will facilitate the delivery of new capital projects without the use of borrowings. Should funding circumstances change, the City will review the appropriateness of debt financing accordingly.

Efficiency

Real Operating Expenditure per capita



Real Operating Expenditure

Residential Population of Local Government Area

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery.

Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita. Service levels are reviewed as part of the Integrated Planning and Reporting process, and will reflect ratepayer priorities within tight budgetary controls.

Note that the green line reflects the inclusion of **all users** of the City, currently over 1.2M per day (in a business-as-usual environment)

City of Sydney

Income Statement - Alternative Scenario 1a (Impact of approval of ASV on a temporary basis only on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	393.7	403.7	418.8	**1,603.8**	429.6	440.6	452.0	463.7	475.7	488.3	**4,353.6**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.5	**28.8**	8.8	7.9	9.0	8.8	7.2	6.9	**77.2**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**768.3**	**778.4**	**779.1**	**3,053.3**	**785.0**	**809.2**	**847.3**	**863.4**	**869.4**	**892.2**	**8,119.8**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**77.1**	**101.2**	**90.8**	**79.3**	**348.4**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**	**812.7**

Impacts on Net Operating Result of Additional Special Rates Variation (ASV) approval on a temporary basis only

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1a that models the impact of the non approval of the permanent ASV application but instead an increase of 2.5% for 2022/23 only (ie removed in future years). The adjustments under this scenario affect rates income by $35.4M with annual rates income reduced by $3M to $4M over each of the final 9 years of the plan, as well as associated impacts to Interest and Investment income ($4.3M total reduction)..

City of Sydney

Delivery Program 2022-2026

Cash Flow Forecast - Alternative Scenario 1a - Impact of approval of ASV on a temporary basis only on Cashflow

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.5	8.8	7.9	9.0	8.8	7.2	6.9
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**101.2**	**90.8**	**79.3**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**191.5**	**217.1**	**208.2**	**198.5**	**188.7**	**200.8**	**214.1**	**210.3**	**199.4**	**201.2**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(135.6)**	**28.7**	**89.1**	**(61.1)**	**(31.4)**	**(34.6)**	**(92.5)**	**(9.9)**	**(13.8)**
Total Cash at Beginning of Period	657.0	482.6	347.0	375.7	464.8	403.8	372.3	337.8	245.3	235.4
Cash Surplus/(Deficit)	(174.5)	(135.6)	28.7	89.1	(61.1)	(31.4)	(34.6)	(92.5)	(9.9)	(13.8)
Total Cash at End of Period	**482.5**	**347.0**	**375.7**	**464.8**	**403.8**	**372.3**	**337.8**	**245.3**	**235.4**	**221.6**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**384.0**	393.7	403.7	418.8	**1,600.3**	429.6	440.6	452.0	463.7	475.7	488.3	**4,350.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.4	**28.6**	8.7	7.8	8.9	8.7	7.1	6.8	**76.4**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**723.9**	**768.2**	**778.4**	**779.1**	**3,049.6**	**785.0**	**809.1**	**847.2**	**863.3**	**869.3**	**892.1**	**8,115.5**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**73.6**	**101.2**	**90.7**	**79.3**	**344.8**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**	**808.4**

Impact on Net Operating Result of an Additional Special Rates Variation (ASV) non-approval

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV increase plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1b that models the impact of the non approval of the ASV application. The adjustments under this scenario affect rates income by $38.9M with annual rates income reduced by $3M to $4M over each of the years of the plan, as well as associated impacts to Interest and Investment income ($5.1M total reduction).

City of Sydney

Delivery Program 2022-2026

Cash Flow Forecast - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Cashflow)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	384.0	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**646.1**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**117.5**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.4	8.7	7.8	8.9	8.7	7.1	6.8
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**73.6**	**101.2**	**90.7**	**79.3**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**188.0**	**217.1**	**208.2**	**198.4**	**188.6**	**200.7**	**214.0**	**210.1**	**199.3**	**201.1**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(178.0)**	**(135.7)**	**28.6**	**89.1**	**(61.1)**	**(31.5)**	**(34.6)**	**(92.6)**	**(10.0)**	**(13.9)**
Total Cash at Beginning of Period	657.0	479.1	343.5	372.1	461.1	400.0	368.5	333.8	241.2	231.2
Cash Surplus/(Deficit)	(178.0)	(135.7)	28.6	89.1	(61.1)	(31.5)	(34.6)	(92.6)	(10.0)	(13.9)
Total Cash at End of Period	**479.0**	**343.5**	**372.1**	**461.1**	**400.0**	**368.5**	**333.8**	**241.2**	**231.2**	**217.3**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$'M	2022-23	2023-24	2024-25	2025-26	4 Year Total	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**120.0**	119.7	120.7	123.8	**484.2**	127.0	131.5	136.1	139.7	143.4	147.2	**1,309.1**
Interest Income	**7.4**	6.1	6.0	7.8	**27.4**	7.9	6.7	7.3	6.4	4.4	3.6	**63.6**
Other Income	**113.3**	125.6	132.9	137.1	**508.9**	131.2	135.8	150.1	156.2	150.8	155.5	**1,388.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**715.1**	**758.9**	**768.5**	**768.6**	**3,011.0**	**773.9**	**797.4**	**834.5**	**849.5**	**854.8**	**876.7**	**7,997.9**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**64.7**	**91.8**	**80.8**	**68.8**	**306.2**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**	**690.8**
Net Operating Result (excl Light Rail Contribution)	***64.7***	***91.8***	***80.8***	***68.8***	***306.2***	***57.1***	***66.6***	***77.1***	***70.8***	***57.1***	***56.0***	***690.8***

Impacts on base case Net Operating Result of prolonged negative effect on key revenue streams from the pandemic

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. A third scenario has been modelled and presented here modelling the impact of a prolonged COVID pandemic effect on key revenue streams.

The adjustments under this scenario include;

- Advertising income reduced by $37.8M
- Venue Hire income reduced by $42.8M
- Commercial Property income reduced by $63.1M
- Associated impacts on Interest and Investment income, reduced by $12.8M

City of Sydney

Delivery Program 2022-2026

Cash Flow Forecast - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	249.8	260.2	268.8	276.5	274.2	283.7	303.0	313.1	311.8	320.7
Operating Income	**637.3**	**657.5**	**676.1**	**699.1**	**707.6**	**728.2**	**759.0**	**780.9**	**791.8**	**813.4**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**108.7**	**117.4**	**117.0**	**129.9**	**122.7**	**131.5**	**137.7**	**139.9**	**134.0**	**135.0**
Other Non Operating:										
Interest income	7.4	6.1	6.0	7.8	7.9	6.7	7.3	6.4	4.4	3.6
Light Rail Contribution to NSW Government	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus	**64.7**	**91.8**	**80.8**	**68.8**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**
Add Back :										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**179.2**	**207.7**	**198.3**	**187.9**	**177.6**	**189.0**	**201.4**	**196.4**	**184.8**	**185.7**
Capital Expenditure										
Capital Works - excluding Light Rail Contribution	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**16.2**	**(2.8)**	**7.5**	**(14.2)**	**(3.3)**	**(6.4)**	**(11.9)**	**(8.5)**	**(2.5)**	**(7.8)**
Cash Surplus / (Deficit)	**(184.5)**	**(144.9)**	**18.8**	**78.7**	**(72.1)**	**(43.1)**	**(47.2)**	**(106.2)**	**(24.4)**	**(29.2)**
Total Cash at Beginning of Period	657.1	472.6	327.7	346.5	425.1	353.0	309.9	262.8	156.6	132.1
Cash Surplus/ (Deficit)	(184.5)	(144.9)	18.8	78.7	(72.1)	(43.1)	(47.2)	(106.2)	(24.4)	(29.2)
Total Cash at End of Period	**472.6**	**327.7**	**346.5**	**425.1**	**353.0**	**309.9**	**262.8**	**156.6**	**132.1**	**102.9**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

This page intentionally left blank



Attachment D

Draft Operational Plan 2022/23



Operational Plan 2022/23

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

CITY OF SYDNEY

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

Contents

1. Aboriginal and Torres Strait Islander statement 4

2. Inclusion and equity statement 6

3. Introduction 7

Delivering Sustainable Sydney 2030-2050 7
About Sydney 10

4. About the City of Sydney 12

The integrated planning and reporting framework 12
Strategic context 15
Our organisation 17
Safety in the City of Sydney 21

5. Strategies, objectives and actions 24

Ten targets to measure progress 26

6. Ten strategic directions 27

Strategic Direction 1: Responsible governance and stewardship 29
Strategic Direction 2: A leading environmental performer 35
Strategic Direction 3: Public places for all 42
Strategic Direction 4: Design excellence and sustainable development 45
Strategic Direction 5: A city for walking, cycling and public transport 49
Strategic Direction 6: An equitable and inclusive city 52
Strategic Direction 7: Resilient and diverse communities 56
Strategic Direction 8: A thriving cultural and creative life 60
Strategic Direction 9: A transformed and innovative economy 63
Strategic Direction 10: Housing for all 67

7. Budget and grants & support program 70

Budget and financial schedules 70
Grants and support program 95

8. Rating and revenue policy statement 96

Rating Structure 1 97
Rating Structure 2 97
Aggregation of land parcels (lots) for the purposes of ordinary rates – rating of car spaces and storage lots 99
Debt recovery and financial hardship 100
Stormwater management services charge 101
Domestic waste management annual availability charge 102

9. Fees and charges 105
Fees and charges – revenue policy 105
Schedule of fees and charges 109

Glossary

Cover image: Sydney Town Hall, George Street. Photo by Chris Southwood/City of Sydney

Deleted: Green Square Library – Photo by Jessica Lindsay / City of Sydney

1. Aboriginal and Torres Strait Islander statement

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

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

Deleted: our Community Strategic Plan Delivering Sustainable Sydney 2030-2050

Commented [CP1]: Updated to align with edit in draft Community Strategic Plan

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

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

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

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

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

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

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

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

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



Figure 1. Jeffrey St Wharf, Kirribilli (31 December 2021) Sydney New Year's Eve 2021 started with a traditional Smoking Ceremony performed by an Aboriginal Elder aboard the Tribal Warrior ship. (Photo by Matt Lambley/City of Sydney)

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

2011 As part of the Eora journey project we committed to fund and install seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living culture of First Nations Australians.

2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.

2016 We adopted the 10-year Eora journey economic development plan.

2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk and bara, an artwork and monument to the Eora people.

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

2. Inclusion and equity statement

Diverse communities live, work in and visit Sydney. The City of Sydney values and respects the diversity of these cultures, communities and experiences.

We value the city's Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area.

We value Sydney's multicultural society and the varied languages, traditions, religious and spiritual practices of the people who call the city home.

We value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. We respect people with diverse gender identities and our LGBTIQA+ communities.

We value the contributions made by all individuals and believe this diversity strengthens the city.

The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

We demonstrate our commitment to diversity and inclusion by respecting the dignity and worth of all people, equitably treating communities and employees, and fairly providing services, facilities and public spaces.

We want to promote a society where self-determination and inclusive participation is valued and to demonstrate these principles in all that we do.

Our work with communities strives to eliminate discrimination and mitigate disadvantage, to actively remove barriers to inclusive participation and to promote relationships that are based on understanding and respect.

Our communities expressed the same aspirations when we engaged them on the future vision for the city. The citizens jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way. It's a model of participatory governance that genuinely engages all citizens in decision making on all levels and housing for all to ensure that the city is inclusive and promotes social and community cohesion.

Our response is a more equitable and inclusive city. We want the city to be one where everyone has an equal chance in life and the opportunity to realise their potential. Cities that are more equal are cities that thrive.

3. Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten revised targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community will inform the City of Sydney in its decision-making.

Ten revised strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents such as this operational plan.

Our operational plan

Our operational plan (this document) is prepared and adopted by end of June each year. It sets out the specific projects, programs and activities to be delivered in the year ahead. It is aligned with our delivery program and community strategic plan and assigns responsibility to the divisions in the council to deliver those actions.

The operational plan includes our detailed budget and revenue policy as well as the financial plan for the delivery of the programs and projects. It also includes measures which help us monitor and evaluate the delivery of our projects and programs.

This operational plan has been prepared using the best and most current information available at the time of production, but it may be subject to change due to the ongoing dynamic health and economic crisis created by the impacts of Covid-19. It should be read in conjunction with our Delivery Program 2022-26.

Delivering Sustainable Sydney 2030-2050

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 sets directions for our city that respond to our communities' vision for a more sustainable future. The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and it sets clear directions to help tackle the climate emergency. It builds on the sustained conversations with local communities that began in 2006/07.

In developing the community strategic plan, we gathered the perspectives of people with an interest in the city and its future – workers, visitors, business owners and residents, including younger people, through a comprehensive engagement program that began in 2019.

We have continued to monitor community concerns, ideas and aspirations throughout the pandemic to see if, or how, perspectives might have changed. We have also taken stock of the

devastating impact the pandemic has had on our communities and economy since its emergence in early 2020.

It includes an urgent imperative to address the climate emergency and adapt to our changing climate. It recognises the economic benefits for our city in transitioning to a decarbonised future. It also addresses rising inequalities and aims to build resilience in our communities, networks and city infrastructure, as we recover from the impacts of the pandemic.

Deleted: The

We will continue to engage with the community using the principles outlined in our Community Engagement Strategy to ensure that changing and emerging priorities are identified. Decisions will continue to be based on the principles in our plan, community engagement outcomes, and in alignment with the NSW and Federal Governments' recovery efforts and directives.

Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in its decision making.

We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The City of Sydney strives to reflect the needs and wants of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contribution. We will work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

We respond to the climate emergency

The City of Sydney responds to the climate emergency by taking bold steps to reduce the city's environmental footprint and transition to a zero-carbon and regenerative economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it be done in a way that is equitable and inclusive, with no one being left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

We build the resilience of our society and economy

The City of Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to a range of shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses are that our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

Our communities are engaged in the governance of their city

The City of Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

We lead through stewardship and collaboration

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we are required to understand what our communities' value and the values we have in common, then act in line with those shared values.

As steward of this city, we will ensure that we embrace innovation and are prepared for, respond and adapt to change.

Our communities are also impacted by decisions outside our boundaries and we seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

Our organisation is governed responsibly and sustainably

The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions.

We will ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.

About Sydney

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

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

T**he Council** is the elected Councillors of the City of Sydney. The most recent election was held on 4 December 2021 and the current term will run until September 2024.

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

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

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

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

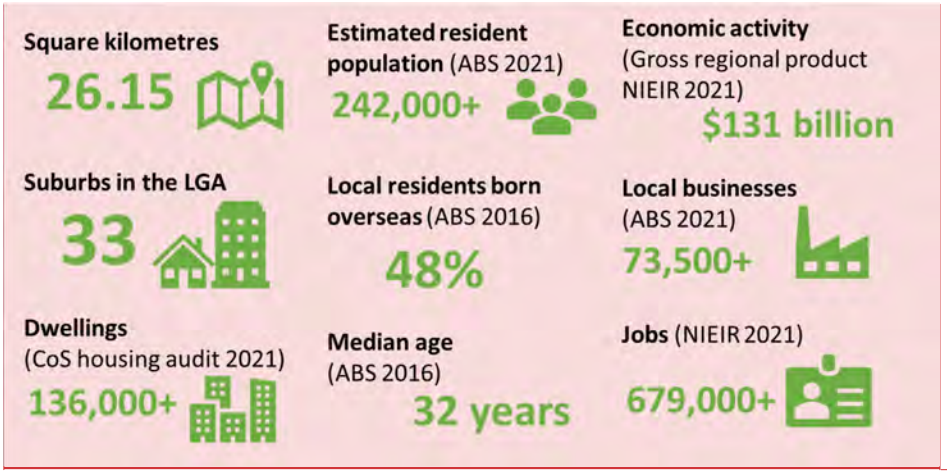


Figure 2. Infographic with key data about the City of Sydney local government area. Data collated from City of Sydney Community profile (using source data from Australian Bureau of Statistics and National Institute of Economic and Industry Research) and City of Sydney Housing Audit.

Commented [CP2]: Infographic updated to add source and update some numbers

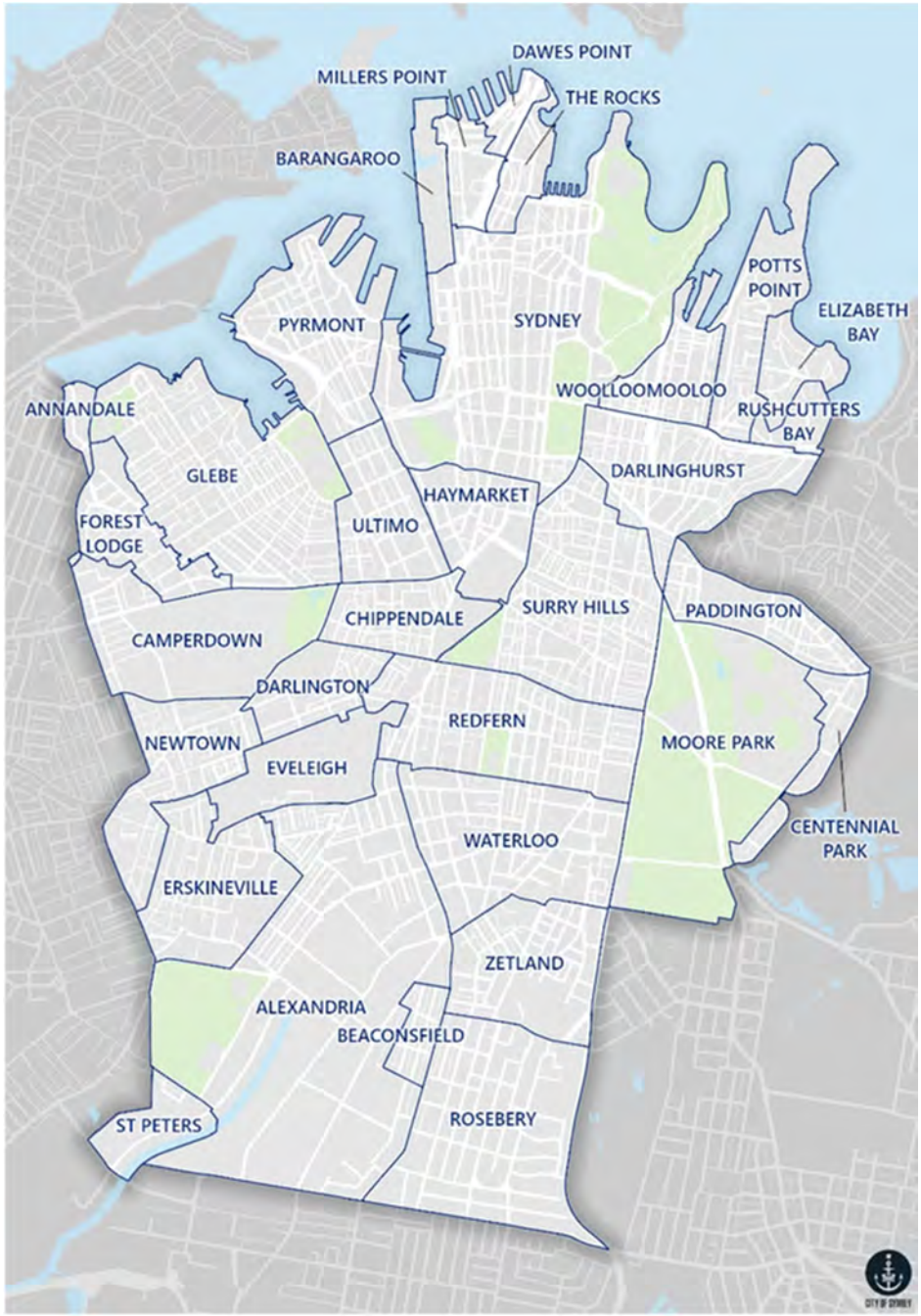


Figure 3. Sydney local government area showing the 33 suburbs

4. About the City of Sydney

Council policy, strategic directions and major corporate decisions are determined by the elected Council, chaired by the Lord Mayor. Day to day operations are largely delegated to the Chief Executive Officer or managed in conjunction with the Lord Mayor, as provided for in council resolutions and delegations, and in accordance with relevant legislation. Corporate performance is monitored through quarterly financial reports, and six-monthly operational and whole of council term performance reports to council and the community.

The City of Sydney is governed by the requirements of the *Local Government Act (1993)* and Regulations, the *City of Sydney Act (1988)* and other relevant legislative provisions.

The City of Sydney, like the community strategic plan itself, is concerned with the full range of issues that affect the wellbeing of the city and its communities. In following the directions of our community strategic plan and striving to achieve its objectives, there are limits to what Council alone can control or even influence.

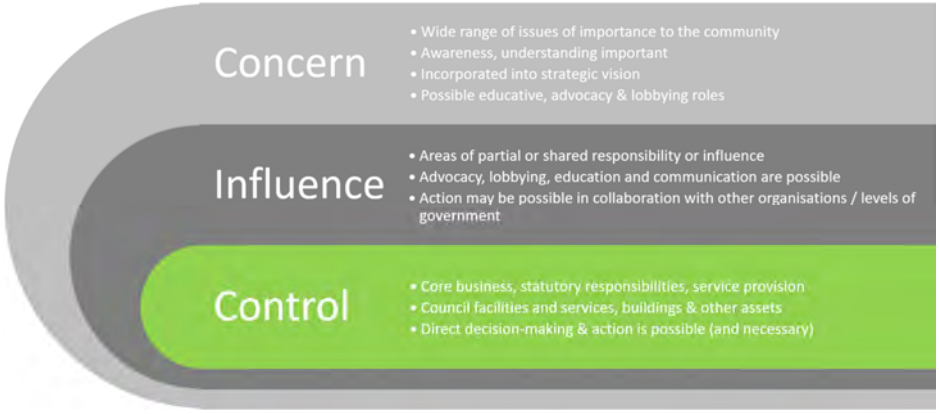


Figure 4. Concern, influence and control diagram outlining the City's level of involvement in a range of activities.

The integrated planning and reporting framework

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest-level plan within this framework.

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

The Local Government Act includes principles for local government, which identify the matters councils need to consider when carrying out their responsibilities. Integrated planning and reporting is included as one of the principles.

Integrated Planning and Reporting (IP&R) gives the City a framework for identifying the priorities of its many communities and creating a holistic approach to planning to achieve those goals in a sustainable way, given the resources available. The NSW Government's framework, introduced in 2009, applies to all councils in the state.

Using this framework, the City has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement and articulated in the community strategic plan[1].

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

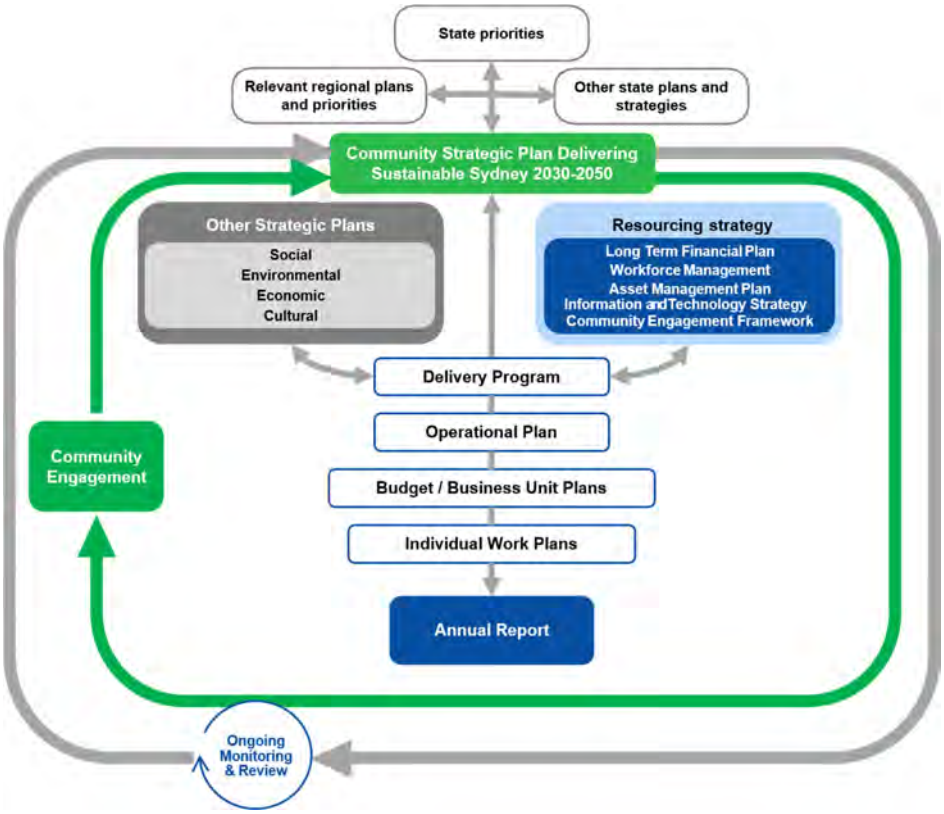


Figure 5. Integrated planning and reporting framework diagram, adapted from Office of Local Government

[1] Community Strategic Plan Delivering Sustainable Sydney 2030-2050

How the documents relate

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

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (the community strategic plan) is the highest level plan that the City will prepare.

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next three decades. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

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

The City's Delivery Program 2022-26 (the delivery program) identifies the actions we will take over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

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

The IP&R framework includes a reporting process to communicate how we are progressing to the council and the community.

Resourcing the plan

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework.

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

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

1. Long term financial plan

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

2. People (workforce) strategy

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

3. Asset management plan

The Asset Management Plan is a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately $13 billion (including land) under City of Sydney care and control.

4. Information and technology strategy

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

5. Community engagement strategy

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

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

Monitoring and review

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

Progress towards our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 strategic goals is monitored through regular reporting to Council. We conduct half yearly, annual and whole of each council term performance reporting, and quarterly and annual financial reporting. Additionally, Sustainable Sydney 2030-2050 Continuing the Vision and the community strategic plan contain 10 targets to measure progress.

Strategic context

Our community strategic plan is the City of Sydney's highest-level plan. It guides all our other strategies and plans. It was developed with, and on behalf of, the communities we serve and it identifies the community's main priorities and aspirations and the strategies we can take to achieve these. It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades and it is supported by our integrated planning and reporting documents and our other plans and strategies.

Other strategic plans

Our activities are planned taking into account other City strategies and plans, such as the Local Strategic Planning Statement, and planning by other levels of government and agencies. Information on some of these other key strategies and plans is given below.

Local strategic planning statement

Our Local Strategic Planning Statement sets out a 20 year land use vision, balancing the need for housing and economic activities with protecting and enhancing local character, heritage, public places and spaces. It links state and local strategic plans with our planning controls to guide development and includes measures to protect and enhance the natural environment. This is achieved by maximising the efficient use and reuse of water, energy and waste in new buildings and precincts, and improving the resilience of our natural and built environment to protect people from natural and urban hazards.

Resilient Sydney

Greater Sydney is one of the most diverse cities in the world with a population of more than five million people from 200 vibrant cultures. Our global city is known for the beauty of its natural environment and outdoor lifestyle, but it is struggling to maintain liveability and equity during a time of growth and change.

Prior to the Covid-19 pandemic Sydneysiders were already experiencing a range of chronic stresses such as lack of affordable housing and transport congestion, and the need to be prepared for shock events such as heatwaves, storms and cyber-attacks. The coronavirus has added substantially to these chronic stresses.

To become connected, inclusive and resilient is a challenge every organisation and community in metropolitan Sydney must address to create a place of opportunity and well-being for everyone.

In 2015 Sydney became a member of the Resilient Cities Network, pioneered by the Rockefeller Foundation to help cities adapt to and solve the physical, social and economic challenges of the 21st century.

Resilient Sydney is part of the network and is a collaboration between all 33 metropolitan Sydney councils, the NSW Government, business and communities. Together we developed the Resilient Sydney Strategy (2018), the first of its kind for our city, marking a new spirit of collaboration and connection in Sydney.

The strategy identifies solutions and actions to build resilience across systems in metropolitan Sydney.

The community strategic plan and this operational plan have drawn from this strategy to set the direction for the City of Sydney's actions to build the resilience of our local area and its networks, infrastructure, assets and communities.

Premiers' priorities

The NSW Premier has set five priorities which underpin the NSW Government's commitment to enhance the quality of life of the people of NSW. These are:

– a strong economy
– highest quality education
– well connected communities with quality local environments
– putting customer at the centre of everything we do
– breaking the cycle of disadvantage.

More information on the Premier's priorities is here: https://www.nsw.gov.au/premiers-priorities

Closing the Gap

The Council of Australian Governments' (COAG) National Indigenous Reform Agreement, known as Closing the Gap, started in 2008. In March 2019 a formal partnership agreement on Closing the Gap (the Partnership) was established between the commonwealth government, state and territory governments, the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of Peaks) and the Australian Local Government Association.

Through this partnership and for the first time, Australian governments have committed to a fundamentally new way of developing and implementing policies and programs that impact on the lives of Aboriginal and Torres Strait Islander people.

Deleted: (NIRA)

This new and shared way of working to close the gap has at its heart, four agreed priority reform targets and 16 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

As the level of government closest to the people, local government plays an essential role in supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address these priorities at the local and regional level.

More information on the Closing the Gap partnership is here: https://www.closingthegap.gov.au/

Our organisation

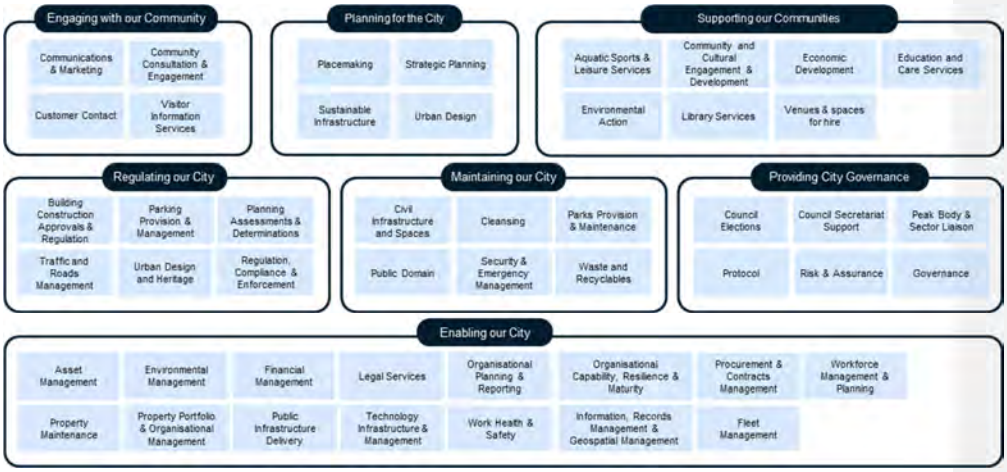
Our services

The City is committed to improving the quality and levels of services to the community. The City will continue a program of reviews and implement subsequent improvement actions across a number of services and functions. Current and proposed reviews include the venue management service, asset management and how we embed sustainability. It is expected that priorities will change over time and the review program may be required to alter accordingly during the year.

When community facing services are to be reviewed, a community engagement program will be developed to ensure the community's and other stakeholders' expectations are included.

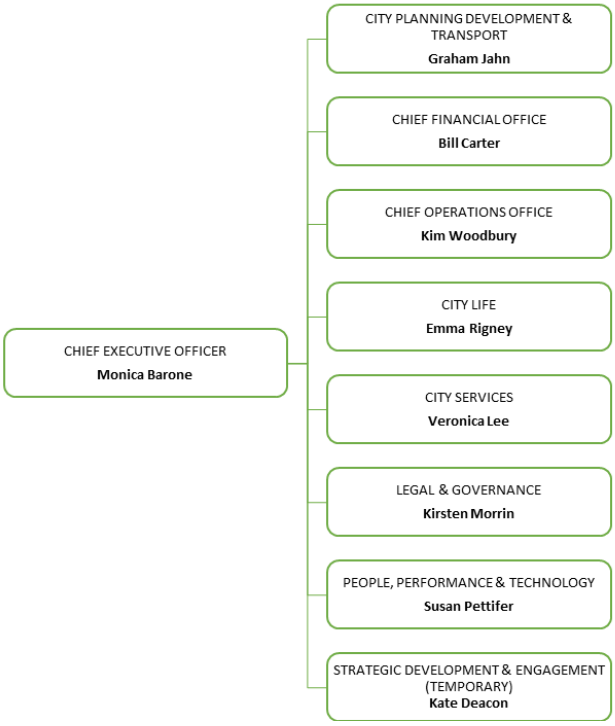
City of Sydney Service Catalogue

The City is developing a service catalogue to enhance our overall management of services and functions. This is a high level representation of the services provided across the organisation that might be shared across multiple organisational units and teams.



Organisational Structure

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



Governance

The governance framework of our organisation is implemented, monitored and reviewed by the senior management team. Good governance is at the heart of how the City of Sydney operates. Governance refers to the culture, processes, systems, policies and practices that we use to guide our operations.

Good governance is vitally important – it creates confidence in council because it ensures that we deliver what we say we will deliver and that we act in an ethically robust way.



Figure 6. Diagram outlining elements of governance at the City

Code of conduct

The City of Sydney adopted a new Code of Conduct in May 2019. It is based upon the new Model Code of Conduct for Local Councils in NSW issued by the Office of Local Government. Staff have undertaken mandatory training on the key changes to the Code of Conduct. Staff are also required to undertake compulsory annual refresher code of conduct training.

Fraud and corruption prevention

The City of Sydney has a Fraud and Corruption Control Plan which underpins the City's commitment to fraud and corruption control and contains the actions we will take to prevent, detect and respond to fraud and corruption. Complaints of corrupt conduct against council staff or councillors can be made via the reporting form on our website.

Complaints about staff members are investigated by the Legal and Governance Division. Complaints about councillors and the Chief Executive Officer are referred in accordance with the provisions of the Code of Conduct. Complaints can also be made directly to the Independent Commission Against Corruption.

Risk Management

The City of Sydney has embedded risk management principles and capabilities across the organisation to ensure effective decision making and to demonstrate good corporate governance within the City. This includes the following risk management structures:

– Risk Management Policy, program and frameworks
– Audit Risk and Compliance Committee
– Emergency Management Committee
– Business Continuity Plans
– Internal Audit Program
– Workplace Health and Safety Management System.

Audit, Risk and Compliance Committee

The Audit Risk and Compliance Committee plays an important role in the City's governance framework. It provides council with independent oversight and monitoring of the City's audit, compliance and risk processes and its other internal control activities.

The primary objectives of the committee are to assist the council in discharging its responsibilities relating to:

– financial reporting practices;
– business ethics, policies and practices;
– accounting policies;
– risk management and internal controls;
– compliance with laws, regulations, standards and best practice guidelines; and
– the integrity of the internal audit function.

The Audit, Risk and Compliance Committee Charter sets out the committee's roles and responsibilities and its oversight of the internal and external audit functions, including any statutory duties. The committee has three independent members, one of whom acts as chair, as well as two councillors.

External Audit

External auditing services are provided by the NSW Audit Office. The External Auditor provides independent audit opinions on both the general and special purpose financial reports of council, audits statutory returns relating to a number of council activities (including the ratings return, domestic waste return, and parking enforcement gain share), reports to the Council and the Minister of the conduct of the audit, issues a management letter detailing any matters that arise during the course of the audit and, provides any supplementary reports where required by the Office of Local Government. The External Auditor also contributes to council's Audit, Risk and Compliance Committee meetings.

Internal Audit

Internal Audit is an independent, objective assurance and consulting activity. The purpose of internal audit is to enhance and protect organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in accordance with the City's Internal Audit Charter and is reported independently to the City's Audit Risk and Compliance Committee.

In 2021 the NSW Office of Local Government (OLG) released draft guidelines for the new requirement under section 428A of the *NSW Local Government Act 1993* for councils to appoint an independent Audit Risk and Improvement Committee (ARIC) and invited submissions from councils. The City has made a submission and is awaiting further information from the OLG.

Deleted: OLG

Accountability and Transparency

The City of Sydney takes seriously its responsibility to be open and accountable to the community. The City responds to requests made in accordance with the *Government Information (Public Access) Act (2009)* and proactively revises information about decisions. The City of Sydney fully complies with the intent and requirements of all legislation. At the same time we respect people's privacy by not releasing personal information where inappropriate.

Procurement and external contracts

The City's procurement processes meet the highest standards of probity and integrity. The City's objective in entering into contracts is to obtain goods and services to perform its functions, while using public funds wisely, honestly and in compliance with legislative and public interest requirements. All contracts over $250,000 undergo a rigorous and open tender process. All other contracts follow best practice and are selected on a value for money basis.

Safety in the City of Sydney

The City is committed to the health, safety and welfare of its employees, residents and visitors. The City has a broad range of roles and responsibilities in relation to ensuring safety is prioritised across the local government area. This includes ensuring safety is a priority consideration in relation to the design and maintenance of public areas, when conducting events, in undertaking compliance and enforcement activities and when providing services to members of the community.

The broad range of legislation in relation to public safety which the City complies with, which the City has a role in enforcing or which regulates the activities of others in our local government area include the following NSW Acts and related regulations, guidelines and standards:

State legislation

- *Anti-Discrimination Act 1977*
- *Boarding Houses Act 2012*
- *Building and Development Certifiers Act 2018*
- *Building Products (Safety) Act 2017*
- *Child Protection (Working With Children) Act 2012*
- *Children (Education and Care Services National Law Application) Act 2010*
- *Children (Education and Care Services) National Law (NSW) No 104a*

- *Children and Young Persons (Care and Protection) Act 1998*
- *Civil Liability Act 2002*
- *Companion Animals Act 1998*
- *Contaminated Lands Management Act 1997*
- *Crown Land Management Act 2016*
- *Design and Building Practitioners Act 2020*
- *Disability Inclusion Act 2014*
- *Electronic Transactions Act 2000*
- *Environmental Planning and Assessment Act 1979*
- *Fair Trading Act 1987*
- *Food Act 2003*
- *Government Information (Public Access) Act 2009*
- *Graffiti Control Act 2008*
- *Heavy Vehicle (Adoption of National Law) Act 2013*
- *Heavy Vehicle National Law (NSW) 2013*
- *Heritage Act 1977*
- *Impounding Act 1993*
- *Inclosed Lands Protection Act 1901*
- *Industrial Relations Act 1996*
- *Library Act 1939*
- *Liquor Act 2007*
- *Local Government Act 1993*
- *Local Government Amendment Act 2019*
- *Local Government Amendment (Governance and Planning) Act 2016*
- *Major Events Act 2009*
- *Modern Slavery Act 2018*
- *Privacy and Personal Information Protection Act 1998*
- *Protection of the Environment Operations Act 1997*
- *Protection of the Environment Legislation Miscellaneous Amendments Act 2017*
- *Public Health Act 2010*
- *Residential Apartment Buildings (Compliance and Enforcement Powers) Act 2020*
- *Residential Tenancies Act 2010*
- *Restricted Premises Act 1943*
- *Retail Leases Act 1994*
- *Roads Act 1993*
- *Smoke-free Environment Act 2000*
- *State Emergency and Rescue Management Act 1989*
- *Strata Schemes Development Act 2015*

- *Surveillance Devices Act 2007*
- *Surveying and Spatial Information Act 2002*
- *Swimming Pools Act 1992*
- *Sydney Public Reserves (Public Safety) Act 2017*
- *Transport Administration Act 1988*
- *Trees (Disputes Between Neighbours) Act 2006*
- *Work Health and Safety Act 2011*
- *Workers Compensation Act 1987*
- *Workplace Injury Management and Workers Compensation Act 1998*
- *Workplace Surveillance Act 2005*

Federal legislation

- *Age Discrimination Act 2004*
- *Competition and Consumer Act 2010*
- *Copyright Act 1968*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Trade Marks Act 1995*

5. Strategies, objectives and actions

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 is structured around 10 strategic directions. Our strategic directions are the focus of the City's Delivery Program and for the purposes of section 404 of the *Local Government Act (1993)* describe the City of Sydney's principal activities.

Each strategic direction sets out the high level outcomes, with objectives, projects, programs and services identifying what it is we are doing to achieve the outcomes. Delivery measures, including performance indicators are used to measure our progress towards the outcomes.

Monitoring Progress

It is important that we track our progress against our plans and evaluate our success as well as what we could do differently to achieve our goals.

Monitoring the implementation of the objectives within the community strategic plan requires a multi-layered approach. The delivery of the plan's actions are monitored along with a range broad sustainability indicators for the community and city as a whole.

The community strategic plan 10 key targets are provided below.

The delivery program and operational plan are monitored through half-yearly, annual and whole of council term performance reports, and through quarterly and annual financial reports to Council. These reports provide details of our operational performance and our progress towards strategic outcomes identified in the community strategic plan. This plan also includes a range of measures within each strategic direction which will be tracked to assess our progress in implementing the Delivery Program.

These reports can be found at **cityofsydney.nsw.gov.au**

Community Indicators

The City has established a comprehensive set of community wellbeing indicators that measure progress across social, cultural, environmental, economic and democratic perspectives. The Community Indicators add an additional dimension to monitoring and reporting on the community strategic plan, and to the evidence base for integrated planning and reporting.

Performance indicators

In improving our planning and reporting to address our community strategic plan outcomes, we have developed a number of new performance indicators. Not all of these indicators have historical data to report, nor do they all have identified targets.

There are two reasons for this:

1. It is not always appropriate to set targets, as some indicators are not controllable by the City but are useful plot trends or demands that impact performance.
2. There may be no historical data to use as a guide for an appropriate target to set. This will be changed where appropriate as we collect enough data to guide us in target setting.

Each of our strategic directions and underlying performance monitoring processes reflect that City of Sydney works under the principles of PLAN, DO, CHECK, ACT.



Figure 7. Plan, do, check, act process diagram

Ten targets to measure progress



By 2035 we will achieve net zero emissions in the City of Sydney local area



By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover.



By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.



By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.



By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.



By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.



By 2036 there will be at least 40,000m2 of new cultural production floor space in the City of Sydney local area compared to 2017.



By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.



By 2030 every resident will be around a 10-minute walk to what they need for daily life.



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

Deleted: The City's t

6. Ten strategic directions

Strategic Direction 1
Responsible governance and stewardship

Our organisation evolves to provide governance and leadership for the city and communities.

Strategic Direction 2
A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

Strategic Direction 3
Public places for all

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

Strategic Direction 4
Design excellence and sustainable development

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

Strategic Direction 5
A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Strategic Direction 6
An equitable and inclusive city

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

Strategic Direction 7
Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Strategic Direction 8
A thriving cultural and creative life

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

Strategic Direction 9
A transformed and innovative economy

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

Strategic Direction 10
Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolves to provide governance and leadership for the city and communities.

Objective 1.1 The City of Sydney provides effective governance and leadership

Ref	Action	Operational Plan Deliverable	Responsibility
1.1.1 (1)	Governance, risk and audit frameworks	Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Legal and Governance
1.1.1 (2)	Governance, risk and audit frameworks	Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	People, Performance and Technology
1.1.1 (3)	Governance, risk and audit frameworks	Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	Legal and Governance
1.1.1 (4)	Governance, risk and audit frameworks	Continue to implement a risk based and comprehensive annual internal audit plan	Legal and Governance
1.1.1.(5)	Governance, risk and audit frameworks	Deliver completed annual financial statements without qualification by the Audit Office of NSW	Chief Financial Office
1.1.1 (6)	Governance, risk and audit frameworks	Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	Chief Financial Office
1.1.2	Foster leadership capabilities	Ensure Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community	Office of the CEO
1.1.3	High quality internal legal advice and representation	Provide legal services and support to the organisation, optimising outcomes for the City	Legal and Governance

Deleted: Good

Commented [CP3]: Table headers have been updated to read "Responsibility" instead of "Responsible Area" throughout document to align with Delivery Program

Deleted: Responsible Area

Deleted: e

Deleted: L

Deleted: Services

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

Ref	Action	Operational Plan Deliverable	Responsibility
1.2.1 (1)	Continuous improvement	Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	People, Performance and Technology
1.2.1 (2)	Continuous improvement	Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	Strategic Development and Engagement / Chief Operations Office
1.2.1 (3)	Continuous improvement	Deliver initiatives to improve information and data management with a focus on privacy, security, ethics, quality, and sharing	People, Performance and Technology
1.2.2 (1)	Digital services	Develop responsive digital services that are easy for our community and employees to access and use	People, Performance and Technology
1.2.2 (2)	Digital services	Develop and maintain the City's technology and communications infrastructure to support service delivery and business continuity	People, Performance and Technology
1.2.3 (1)	Access to City information and data	Provide and promote equitable public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	People, Performance and Technology
1.2.3 (2)	Access to City information and data	Proactively publish to the City's Data Hub and Archives and History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities	People, Performance and Technology
1.2.4	Business and spatial intelligence	Deliver business and spatial intelligence for better planning, operations, and decision making	People, Performance and Technology
1.2.5 (1)	Strengthen workforce capability, diversity and inclusion	Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan	People, Performance and Technology

Deleted: f

Commented [CP4]: Typo corrected pre-exhibition

Ref	Action	Operational Plan Deliverable	Responsibility
1.2.5 (2)	Strengthen workforce capability, diversity and inclusion	Implement actions in the City's Diversity and Inclusion Plan	People, Performance and Technology

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

Ref	Action	Operational Plan Deliverable	Responsibility
1.3.1	Financial Sustainability	Continue detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	Chief Financial Office
1.3.2	Integrated planning and reporting	Develop, monitor and report against the City's long term financial plan and financial recovery plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	Chief Financial Office
1.3.3	Advocacy and policy initiatives	Continue to collaborate with the NSW Government to achieve positive rating legislative reforms	Chief Financial Office
1.3.4	Strategic property management	Continue to manage the City's investment property portfolio to optimise revenue opportunities	Chief Operations Office
1.3.5	Best practice procurement	Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	Chief Financial Office

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

Ref	Action	Operational Plan Deliverable	Responsibility
1.4.1	Advocacy	Research, assess and make submissions on intergovernmental policy issues to NSW and the Federal Government where appropriate	Office of the CEO

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

Ref	Action	Operational Plan Deliverable	Responsibility
1.5.1 (1)	Partnerships	Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program	Strategic Development and Engagement / Office of the CEO
1.5.1 (2)	Partnerships	Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Cities Commission	Office of the CEO
1.5.1 (3)	Partnerships	Utilise international partnerships' programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Global Resilient Cities Network	Strategic Development and Engagement
1.5.1 (4)	Partnerships	Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for action with the community	Strategic Development and Engagement

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Governance, risk and audit frameworks	GIPAA Formal Access Applications received	No.	–	People, Performance and Technology
Governance, risk and audit frameworks	GIPAA Informal Access Applications received	No.	–	People, Performance and Technology
Governance, risk and audit frameworks	Public Interest disclosures received	No.	–	Legal and Governance

Commented [CP5]: Table headers have been updated throughout to read "Action" instead of "Objective Area" to align with Delivery Program

Deleted: Objective area

Action	Measure description	Unit	Target / Trend	Responsibility
Governance, risk and audit frameworks	Lost time injuries	No.	↘	People, Performance and Technology
Foster leadership capabilities	Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	–	Legal and Governance
Foster leadership capabilities	Complaints upheld regarding fraud or corruption by City staff	No.	–	Legal and Governance
Continuous improvement	Approved full time equivalent (FTE) establishment positions	No.	–	People, Performance and Technology
Continuous improvement	Vacancy rate	%	–	People, Performance and Technology
Digital services	Contacts via Online Business Services (OBS)	%	–	People, Performance and Technology
Digital services	Contacts by other channels (calls, counter)	%	–	People, Performance and Technology
Digital services	Calls answered within 30 seconds	%	65	People, Performance and Technology
Digital services	Calls completed at first contact	%	80	People, Performance and Technology
Digital services	Requests received	No.	–	People, Performance and Technology
Digital services	Requests actioned within agreed service standards	%	90	People, Performance and Technology

Commented [CP5]: Table headers have been updated throughout to read "Action" instead of "Objective Area" to align with Delivery Program

Deleted: Objective area

Key services provided under this strategic direction

- Secretariat and councillor support
- Governance
- Legal services
- Risk management

- Internal audit
- Office of the Lord Mayor
- Chief executive office
- Chief operations office
- Council elections
- Customer services
- Workforce services
- Business and service improvement
- Data, archives and information services
- Technology and digital services
- Financial and business planning
- Procurement and financial services
- Property management
- Fleet management
- Asset strategy and systems
- Project management office
- Grants program

Strategic Direction 2: A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

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

Ref	Action	Operational Plan Deliverable	Responsibility
2.1.1 (1)	Net zero emissions – City assets and operations	Manage and analyse low and zero emissions options for the City's light and heavy vehicle fleets and use fleet analytics to encourage low emission driving behaviour and reduce CO2 emissions	City Services
2.1.1 (2)	Net zero emissions – City assets and operations	Actively manage the replacement of conventional lights with LED lights for all public domain light types in the city	City Services
2.1.1 (3)	Net zero emissions – City assets and operations	Implement new net zero framework to drive electrification in City buildings and switching to zero-emissions and improved energy efficiency	Chief Operations Office
2.1.2 (1)	Net zero emissions in the LGA	Support building owners and occupants to implement a net zero pathway through targeted programs and grants	City Life
2.1.2 (2)	Net zero emissions in the LGA	Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target	City Life
2.1.2 (3)	Net zero emissions in the LGA	Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	Strategic Development and Engagement
2.1.3 (1)	Zero emissions transport	Advocate to the Australian and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	Strategic Development and Engagement
2.1.3 (2)	Zero emissions transport	Continue to support more people walking, riding bicycles and catching zero emissions public transport	Chief Operations Office
2.1.3 (3)	Zero emissions transport	Advocate to the NSW Government for zero emissions buses	Chief Operations Office

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

Ref	Action	Operational Plan Deliverable	Responsibility
2.2.1 (1)	Urban greening and canopy cover	Deliver landscaping of parks, streets and City spaces to achieve the City's greening target	City Services
2.2.1 (2)	Urban greening and canopy cover	Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect	City Services
2.2.2	Urban greening resilience	Improve urban greening resilience and diversity by reviewing the City's relevant policies and plans	City Services
2.2.3	Habitat and biodiversity	Continue to expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	City Services
2.2.4	Community greening	Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community volunteer groups	City Services

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

Ref	Action	Operational Plan Deliverable	Responsibility
2.3.1	Reduce water use	Reduce potable water consumption in the City's parks through efficiency measures, continuous improvement of park management practices and identifying opportunities for use of recycled or alternative water sources	City Services
2.3.2 (1)	Water sensitive city	Partner with Sydney Water to support business and strata communities to improve water performance	City Life
2.3.2 (2)	Water sensitive city	Work with Sydney Water to facilitate delivery of recycled water in the Central Business District	Chief Operations Office
2.3.3	Stormwater quality	Implement and renew Pollution Control Devices and other stormwater systems to reduce stormwater pollution discharged to waterways	City Services

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

Ref	Action	Operational Plan Deliverable	Responsibility
2.4.1 (1)	Reduce waste from City operations	Review and update recycling streams and collection receptacles in City properties and implement an education and behaviour change program to increase recycling and reduce contamination	Chief Operations Office
2.4.1 (2)	Reduce waste from City operations	Engage with contracted service providers to develop a pathway for reuse and refurbishment of strip out waste from City buildings	Chief Operations Office
2.4.2	Sustainable procurement	Implement Social and Sustainable Procurement guidelines and related documentation and ensure it is incorporated into procurement planning and processes in relation to targeted relevant categories	Chief Financial Office
2.4.3	Circular economy	Engage with industry and other stakeholders to create opportunities for development of circular economy outcomes in our local area	City Services
2.4.4	Advocacy	Advocate for NSW Government allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, funding for education and maintaining landfill levy	City Services
2.4.5 (1)	Reduce waste to landfill	Implement Resource Recovery Engagement Action Plans to foster a community that avoids, reuses and reduces waste	City Services
2.4.5 (2)	Reduce waste to landfill	Plan to implement a food organics recycling service across the local government area for residents	City Services
2.4.5 (3)	Reduce waste to landfill	Increase recycling and reuse opportunities of textiles, soft plastics, electronics and other tricky items through innovative drop-off events and services for residents	City Services
2.4.5 (4)	Reduce waste to landfill	Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	City Services

Ref	Action	Operational Plan Deliverable	Responsibility
2.4.6	Efficient cleansing and waste services	Manage the collection of waste including scheduling of waste collection services to ensure the least disruption to the community	City Services

Objective 2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Ref	Action	Operational Plan Deliverable	Responsibility
2.5.1	Air quality	Facilitate community access to air quality data	Strategic Development and Engagement
2.5.2 (1)	Climate risk and adaptation	Continue research and trials in monitoring and reducing the urban heat island effect	Strategic Development and Engagement
2.5.2 (2)	Climate risk and adaptation	Develop a framework to understand and address climate change impacts on vulnerable community groups	Strategic Development and Engagement
2.5.3 (1)	Programs and partnerships	Implement projects, programs and advocate to improve environmental performance in the commercial office sector	City Life
2.5.3 (2)	Programs and partnerships	Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	City Life
2.5.3 (3)	Programs and partnerships	Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	City Life

Performance measures

Action	Measure description	Unit	Target / Trend	Responsibility
Net zero emissions – City assets and operations	Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2e	↘	Chief Operations Office
Net zero emissions – City assets and operations	Reduction in total greenhouse gas emissions for City of Sydney operations Baseline 2006 data – 52,972 tC02e	%	80% reduction by 2025	Strategic Development and Engagement

Commented [CP6]: Names removed pre-exhibition

Deleted: ¶
ISO: Johri, Kunal¶
FSO: Palagedara, Neil

Action	Measure description	Unit	Target / Trend	Responsibility
Net zero emissions in the LGA	Total greenhouse gas emissions for the City of Sydney local government area	Tonnes CO2e	↘	Strategic Development and Engagement
Net zero emissions in the LGA	Reduction in total greenhouse gas emissions for City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste) Baseline 2006 data – 5,815,521 tC02e	%	70% reduction by 2030 Net zero emissions by 2035	Strategic Development and Engagement
Net zero emissions in the LGA	Percentage of electricity demand in NSW met by renewable sources	%	50% by 2030	Strategic Development and Engagement
Net zero emissions in the LGA	Environmental grants approved by the City of Sydney	$ '000	→	City Life
Urban greening and canopy cover	New plants planted in City parks and street gardens	No.	50,000	City Services
Urban greening and canopy cover	New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	7,500	City Services
Habitat and biodiversity	Maintain or increase number of indigenous bird species observed from community and/or formal surveys Baseline 2009/10 – 63 species	No.	↗	City Services
Habitat and biodiversity	Extent of locally-indigenous bushland	Ha	13.5	City Services
Reduce water use	Potable water use from City operations Baseline 2006 – data 431,000 kL	kL	↘	Chief Operations Office
Reduce water use	City of Sydney local government area residential potable water use per person per day	Litres	170 litres by 2030	Strategic Development and Engagement

Deleted: N/A

Action	Measure description	Unit	Target / Trend	Responsibility
Reduce water use	Reduction in City of Sydney local government area non-residential potable water use Baseline 2019 data – 2.32 litres/sqm/day	%	10% reduction by 2030	Strategic Development and Engagement
Reduce waste from City operations	Total waste collected from City managed properties including aquatic centres	Tonnes	–	Chief Operations Office
Reduce waste from City operations	Reduction in total waste collected from City managed properties including aquatic centres by 2025 Baseline 2019 data – 945 tonnes	%	15% reduction by 2025	Chief Operations Office
Reduce waste to landfill	Total residential waste collected	Tonnes	–	City Services
Reduce waste to landfill	Total residential waste collected per capita	Kg/ Capita	↘	City Services
Reduce waste to landfill	Reduction in total residential waste collected per capita Baseline 2015 data – 336.74 kg/capita	%	15% reduction by 2030	City Services
Reduce waste to landfill	Percentage of source separated recycling of total residential waste	%	35% by 2025	City Services
Reduce waste to landfill	Percentage diversion from landfill of residential waste	%	70% by 2025 90% by 2030	City Services
Reduce waste to landfill	Resource recovery of waste from the City's parks, streets and public places	%	50% by 2025	City Services
Reduce waste to landfill	Percentage diversion from landfill of waste from City managed properties including aquatic centres	%	90% by 2030	Chief Operations Office
Reduce waste to landfill	Percentage of source separated recycling of waste from City managed properties including aquatic centres	%	50% by 2025	Chief Operations Office

Key Services provided under this strategic direction

- Sustainability programs
- Drainage
- Cleansing and waste Services

Commented [CP7]: Parks and tree services moved to Strategic Direction 3

Deleted: <#>Parks and tTrees sServices¶

Strategic Direction 3: Public places for all

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

Objective 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Ref	Action	Operational Plan Deliverable	Responsibility
3.1.1	Aboriginal and Torres Strait Islander people are influential in shaping the city	Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Strategic Development and Engagement

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

Ref	Action	Operational Plan Deliverable	Responsibility
3.2.1 (1)	Welcoming, accessible and equitable public spaces	Continue to deliver public domain capital works projects	Chief Operations Office
3.2.1 (2)	Welcoming, accessible and equitable public spaces	Maintain and enhance public domain across the local government area through an ongoing program of improvement works	City Services
3.2.2	Public amenity	Provide high quality street cleansing service that meets the needs of the community	City Services
3.2.3	Public safety and compliance	Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	City Planning, Development and Transport
3.2.4	Public spaces meet community needs	Undertake periodic review of public domain design codes in the city	Chief Operations Office

Deleted: (1)

Commented [CP8]: Ref 3.2.3 (2) deleted as it is duplicated at 7.5.3.
(3.2.3 (2) Public safety and compliance Operate proactive patrols to monitor legislative compliance and respond to complaints including but not limited to development consents, companion animals, noise, litter and unlawful trading. City Services)

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

Ref	Action	Operational Plan Deliverable	Responsibility
3.3.1	Enable artists' contributions to the cultural life of the city	Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	Chief Operations Office

Objective 3.4 Physical and visual connections to the harbour are strengthened

Ref	Action	Operational Plan Deliverable	Responsibility
3.4.1	Connecting with the harbour foreshore	Develop and deliver a staged implementation of public art and other projects for the Eora Journey Recognition in the Public Domain Program through the Yananurala walk	Chief Operations Office

Objective 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Ref	Action	Operational Plan Deliverable	Responsibility
3.5.1	Equitable distribution and access	Continue the ongoing data collection, research and analysis to inform the City's Open Space and Recreation Needs Study priorities and directions	Chief Operations Office
3.5.2	Land under the care and control of the City is managed equitably	Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	Chief Operations Office
3.5.3	Access to pools and sporting facilities	Deliver programs and services at pools and community tennis courts that support social connection and wellbeing	City Services

Commented [CP9]: Moved from 7.2 and Delivery Program Action updated

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Welcoming, accessible and equitable public spaces	Road renewed/treated program	m2	20,000	City Services
Welcoming, accessible and equitable public spaces	Amount of footway dining in the Village Centres	m2	–	City Planning, Development and Transport
Welcoming, accessible and equitable public spaces	Footway dining in the city centre	m2	–	City Planning, Development and Transport
Equity and affordability	Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	85	City Services

Action	Measure description	Unit	Target / Trend	Responsibility
Equity and affordability	Parks and open space managed by the City of Sydney	ha	191	City Services
Equity and affordability	Attendances at aquatic and leisure centres	000	↗	City Services
Equity and affordability	Peak Occupancy – Perry Park Recreation Centre	%	–	City Services
Equity and affordability	Peak occupancy – City's outdoor tennis courts	%	–	City Services

Commented [CP10]: Moved from SD7

Key Services provided under this strategic direction

- Traffic operations
- Infrastructure construction and maintenance
- City design
- Aquatic facilities
- Tennis centres
- Perry Park Recreation Centre
- Parks and tree services

Commented [CP11]: Moved from Strategic Direction 7

Strategic Direction 4: Design excellence and sustainable development

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

Objective 4.1 The city's liveability will be enhanced through well planned and designed development

Ref	Action	Operational Plan Deliverable	Responsibility
4.1.1 (1)	Inclusive and accessible places	Review and update planning controls to facilitate inclusive and accessible places and support the health, wellbeing and culture of communities	City Planning, Development and Transport
4.1.1 (2)	Inclusive and accessible places	Implement entertainment sound management planning controls and explore establishing special entertainment precincts to support thriving and vibrant 24-hour economy	City Life / City Planning, Development and Transport
4.1.2	Create great places	Review planning controls for centres, high streets, heritage areas and other strategic precincts to create great places	City Planning, Development and Transport
4.1.3	Urban renewal	Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas as required	Chief Operations Office

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

Ref	Action	Operational Plan Deliverable	Responsibility
4.2.1	Central Sydney Planning Strategy	Implement the Central Sydney Planning Strategy to facilitate commercial space and activity	City Planning, Development and Transport
4.2.2	Planning for business, industry and economic opportunities	Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	City Planning, Development and Transport

Deleted: / City Life

Objective 4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Ref	Action	Operational Plan Deliverable	Responsibility
4.3.1 (1)	Infrastructure planning, delivery and collaboration	Collaborate with the private sector to deliver new or upgraded public infrastructure aligned with new development	City Planning, Development and Transport
4.3.1 (2)	Infrastructure planning, delivery and collaboration	Review contributions plans to support the delivery of infrastructure needed by new development	City Planning, Development and Transport

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

Ref	Action	Operational Plan Deliverable	Responsibility
4.4.1	Design excellence	Facilitate competitive architectural design processes to achieve design excellence	City Planning, Development and Transport
4.4.2	Advice from expert panels	Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	Chief Operations Office
4.4.3	Advocacy	Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	City Planning, Development and Transport

Deleted: / City Planning, Development and Transport

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

Ref	Action	Operational Plan Deliverable	Responsibility
4.5.1	Development supports a healthy environment and community	Investigate planning controls to increase tree canopy, encourage green roofs and support biodiversity in development	City Planning, Development and Transport
4.5.2 (1)	Better designed and operated buildings	Advocate for improvements to the National Construction Code Trajectory to net zero buildings	Strategic Development and Engagement
4.5.2 (2)	Better designed and operated buildings	Develop a pathway for the City's planning controls to be strengthened over time to deliver net zero energy buildings	City Planning, Development and Transport

Ref	Action	Operational Plan Deliverable	Responsibility
4.5.2 (3)	Better designed and operated buildings	Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls	City Planning, Development and Transport
4.5.3	Increase resilience through well designed and planned development	Update floodplain management planning controls to manage risk and achieve good urban design outcomes	City Planning, Development and Transport

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Create great places	Average time to determine 90% of footway applications	Days	35	City Planning, Development and Transport
Planning for business, industry and economic opportunities	Commercial development approved	m2	–	Strategic Development and Engagement
Planning for business, industry and economic opportunities	Commercial development completed	m2	–	Strategic Development and Engagement
Urban renewal	Voluntary Planning Agreements offers	No.	–	City Planning, Development and Transport
Urban renewal	Voluntary Planning Agreements executed	No.	–	City Planning, Development and Transport
Better designed and operated buildings	Average time to determine 90% of DA applications	Days	55	City Planning, Development and Transport
Better designed and operated buildings	Average processing time for construction certificates	Days	10	City Planning, Development and Transport
Better designed and operated buildings	Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	40	City Planning, Development and Transport

Commented [CP12]: Moved from SD9, Action and Responsible Area updated

Action	Measure description	Unit	Target / Trend	Responsibility
Better designed and operated buildings	Median (net) assessment time to determine DA and S4.55 applications (previously S96 applications)	Days	45	City Planning, Development and Transport
Better designed and operated buildings	Outstanding DA and S4.55 applications over 100 days (previously S96)	%	20	City Planning, Development and Transport

Key Services provided under this strategic direction

- City renewal
- Major project development and constructions
- Green square
- City transformation
- Health and building services
- City planning
- Strategic planning and urban design

Strategic Direction 5: A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Objective 5.1 Street space is reallocated for people, places and planting

Ref	Action	Operational Plan Deliverable	Responsibility
5.1.1	Public domain and public space programs	Ensure the needs of our diverse community are considered in the public domain master planning for transport and urban growth projects	Chief Operations Office
5.1.2	Reallocation of street space	Continue to support the implementation of the pedestrianisation of George Street and relevant city streets	Chief Operations Office
5.1.3	Partnerships to improve road safety and reduce traffic	Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	Chief Operations Office

Objective 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Ref	Action	Operational Plan Deliverable	Responsibility
5.2.1	Promote public transport solutions	Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central	Chief Operations Office

Deleted: / City Planning, Development and Transport

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

Ref	Action	Operational Plan Deliverable	Responsibility
5.3.1 (1)	Improve safety, connectivity and amenity	Develop and oversee a program of pedestrian crossings to make walking safer and easier	Chief Operations Office
5.3.1 (2)	Improve safety, connectivity and amenity	Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving	City Services
5.3.1 (3)	Improve safety, connectivity and amenity	Continue to implement priority public domain improvements from the Liveable Green Network strategy	City Services

Ref	Action	Operational Plan Deliverable	Responsibility
5.3.2	Encourage and monitor walking participation	Ensure all road and path users have information and training available that enables them to exhibit correct and safe behaviours	Chief Operations Office
5.3.3	Advocacy	Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local government area	Chief Operations Office

Objective 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Ref	Action	Operational Plan Deliverable	Responsibility
5.4.1 (1)	Safe, connected cycleways	Continue the implementation of cycleways within the City of Sydney	Chief Operations Office
5.4.1 (2)	Safe, connected cycleways	Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	City Services
5.4.2	Collaboration	Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	Chief Operations Office
5.4.3	Encourage and monitor cycling participation	Encourage bicycle riding in the City of Sydney	Chief Operations Office

Commented [CP13]: Item removed in error and reinstated pre-exhibition to align with Delivery Program.

Objective 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Ref	Action	Operational Plan Deliverable	Responsibility
5.5.1	Efficient freight and servicing	Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	City Planning, Development and Transport
5.5.2 (1)	Manage parking and kerbside space	Ensure the Neighbourhood Parking Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	Chief Operations Office

Ref	Action	Operational Plan Deliverable	Responsibility
5.5.2 (2)	Manage parking and kerbside space	Manage the demand for parking to ensure there is equitable access to the constrained supply	City Services

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Public domain and public space programs	Length of streets across the local government area with a speed limit of 40km/h or less	Km	↗	Chief Operations Office
Reallocation of street space	Footway replaced by green verge	m2	2,000	City Services
Improve safety, connectivity and amenity	Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	10	City Services
Improve safety, connectivity and amenity	Footway renewed	m2	10,000	City Services
Improve safety, connectivity and amenity	New granite infill paving	m2	1,500	City Services
Safe, connected cycleways	Length of new separated cycleways provided	Km	2.0	Chief Operations Office
Safe, connected cycleways	Length of new on-road cycleways provided/upgraded	Km	2.6	Chief Operations Office
Encourage and monitor cycling participation	Growth in cycling activity at key intersections around the City of Sydney	%	↗	Chief Operations Office
Encourage and monitor cycling participation	Attendees at cycle safety courses	No.	↗	Chief Operations Office
Manage kerbside space	Car share bookings	No.	↗	Chief Operations Office

Commented [CP14]: This row moved up in table.

Deleted: Public domain and public space programs

Deleted: (PCTC)

Key Services provided under this strategic direction

– City transport and access

– Parking

Strategic Direction 6: An equitable and inclusive city

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

Objective 6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Ref	Action	Operational Plan Deliverable	Responsibility
6.1.1 (1)	Partnerships, self-determination and reconciliation	Ongoing implementation of the Stretch Reconciliation Action Plan acknowledging the Closing the Gap priority actions	Strategic Development and Engagement
6.1.1 (2)	Partnerships, self-determination and reconciliation	Continue to work with the coalition of Aboriginal peak organisations and their affiliates on Closing the Gap initiatives	Strategic Development and Engagement
6.1.2	Enable self determined, culturally safe spaces	Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street	Strategic Development and Engagement

Objective 6.2 Everyone feels welcome and included in the city

Ref	Action	Operational Plan Deliverable	Responsibility
6.2.1	Inclusion	Continue to implement the Inclusion Disability Action Plan	City Life
6.2.2	Support community needs	Deliver a library service which is responsive to existing and emerging community needs	City Life
6.2.3	Inclusive and accessible programs and services	Deliver cultural programs and services that are inclusive, accessible and affordable for all	City Life

Objective 6.3 Everyone benefits from equitable economic growth and has financial security

Ref	Action	Operational Plan Deliverable	Responsibility
6.3.1 (1)	Build community skills and capacity	Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth	Strategic Development and Engagement
6.3.1 (2)	Build community skills and capacity	Continue to advocate to ensure everyone can afford the essentials of daily life, from healthy fresh food through to services such as health care and education	Strategic Development and Engagement

Ref	Action	Operational Plan Deliverable	Responsibility
6.3.2 (1)	Increased employment and access to procurement	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Chief Financial Office
6.3.2 (2)	Increased employment and access to procurement	Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	People, Performance and Technology

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

Ref	Action	Operational Plan Deliverable	Responsibility
6.4.1	Community engagement	Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	Strategic Development and Engagement
6.4.2	Provide inclusive, clear, accurate and accessible information to the community	Provide updates on our policies, projects and programs through communications that reflect and reach the diverse communities of the city	Strategic Development and Engagement
6.4.3	Council elections	Ensure all electoral processes are well managed and meet legislative requirements	Legal and Governance

Objective 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life

Ref	Action	Operational Plan Deliverable	Responsibility
6.5.1	Equitable access to technology	Deliver free access to technology throughout our community facilities and relevant programs to support digital literacy	City Life

Objective 6.6 There is equitable access to education and learning opportunities

Ref	Action	Operational Plan Deliverable	Responsibility
6.6.1 (1)	Capacity building	Ensure equitable and affordable community access to education programs through our community centres and libraries	City Life

Ref	Action	Operational Plan Deliverable	Responsibility
6.6.1 (2)	Capacity building	Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services	City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
6.7.1	Research, collaborate and investigate	Coordinate research and strategic work on local food security and urban food systems to establish priorities, roles and pathways to guide future policy, advocacy and resource allocation	City Life / Strategic Development and Engagement
6.7.2	Improve food security	Enable community responses to improve food security through grants, partnerships, and collaborations	City Life

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Support community needs	Active library memberships	No.	–	City Life
Support community needs	Items accessed from City libraries (physical and digital)	No.	–	City Life
Support community needs	Attendance to City libraries	000	–	City Life
Inclusive and accessible programs and services	Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	–	City Life
Build community skills and capacity	Rent concessions given by the City through the accommodation grants program – leases for social initiatives	$ '000	–	City Life
Build community skills and capacity	Social grants approved by the City of Sydney	$ '000	–	City Life

Deleted: 000

Action	Measure description	Unit	Target / Trend	Responsibility
Create opportunities	City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	↗	Chief Financial Office
Capacity building	Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	–	City Life
Capacity building	Approved early education and care places (long day care, occasional care and preschool) in the City	No.	↗	City Life
Capacity building	Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, out of school hours care)	No.	–	City Life
Capacity building	Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care) that were discounted or free	%	–	City Life
Capacity building	Discounted and free sessions of care provided at the City's education and care services (long day care, occasional care, preschool, out of school hours care)	No.	↗	City Life
Improve food security	Meals provided through the City's Meals on Wheels service	No.	–	City Life

Key Services provided under this strategic direction

- Indigenous leadership and engagement
- Library services
- City engagement
- Marketing and communications
- Pine Street Creative Arts Centre
- Childcare services
- Food services

Strategic Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

Ref	Action	Operational Plan Deliverable	Responsibility
7.1.1	Strengthen social cohesion	Foster cross-cultural awareness, tolerance, and connections among people from diverse cultural backgrounds including through services, programs, events and targeted initiatives	City Life
7.1.2	Collaborate to address loneliness and social isolation	Support sectors of the community who are at risk of loneliness and isolation, including older people, people who identify as LGBTIQA+, new migrants and international students	City Life

Objective 7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Ref	Action	Operational Plan Deliverable	Responsibility
7.2.1 (1)	Equity and affordability	Support a diverse, inclusive and accessible range of community programs and projects through community facilities	City Life
7.2.1 (2)	Equity and affordability	Deliver social programs that are inclusive, accessible and affordable for all	City Life
7.2.2	Accessibility and inclusiveness	Manage the property portfolio to ensure that planned upgrades to community facilities make spaces more inclusive to all and optimise community needs	Chief Operations Office
7.2.3	Support social connection and wellbeing	Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	Strategic Development and Engagement

Deleted: (1)

Commented [CP15]: 7.2.3 (2) Moved to Strategic Direction 3 under objective 3.5, Ref 3.5.3.

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

Ref	Action	Operational Plan Deliverable	Responsibility
7.3.1 (1)	Resilience and climate risk management planning	Develop the City of Sydney area Resilience Plan	Strategic Development and Engagement
7.3.1 (2)	Resilience and climate risk management planning	Partner with regional governments, business and the community to facilitate delivery of the Resilient Sydney Strategy for the greater Sydney region	Strategic Development and Engagement
7.3.1 (3)	Resilience and climate risk management planning	Continue to implement the City's Floodplain Management Policy and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios	City Services
7.3.2 (1)	Support communities to build capacity and capability for resilience	Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	City Life / City Services
7.3.2 (2)	Support communities to build capacity and capability for resilience	Support communities beyond our local area and international communities experiencing emergency situations	City Life / Office of the CEO

Objective 7.4 The city economy is diversified to strengthen its resilience

Ref	Action	Operational Plan Deliverable	Responsibility
7.4.1	Economic diversity	Invest in projects delivered through alternative business models that support equitable and inclusive recovery	City Life / Strategic Development and Engagement
7.4.2	Economic resilience	Contribute to metropolitan and state-wide strategic economic planning	City Life / Strategic Development and Engagement

Deleted: Chief Operations Office

Objective 7.5 People feel safe in the city

Ref	Action	Operational Plan Deliverable	Responsibility
7.5.1 (1)	Collaboration	Provide community safety information and effective emergency contact services for the community	People, Performance and Technology / City Life

Ref	Action	Operational Plan Deliverable	Responsibility
7.5.1 (2)	Collaboration	Deliver programs that support community safety	City Life
7.5.1 (3)	Collaboration	Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	City Services
7.5.2	Embed the NSW Child Safe Standards	Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	City Life
7.5.3	Community safety	Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, companion animals, noise and unlawful trading	City Services

Deleted: proactive

Deleted: ,

Deleted: litter

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

Ref	Action	Operational Plan Deliverable	Responsibility
7.6.1	Community led solutions	Research and understand the role of volunteering in delivering social impact within the City	Strategic Development and Engagement
7.6.2	Strong Aboriginal and Torres Strait Islander community-controlled sector	Provide support through the City's grants and sponsorship program to Aboriginal and Torres Strait Islander led organisations to respond to the needs and aspirations of the community	Strategic Development and Engagement
7.6.3	Strengthen young people's civic engagement	Deliver youth civic engagement programs	City Life

Deleted: / City Life

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Equity and affordability	Percentage of bookings of City Spaces facilities and venues at community rates	%	–	City Life
Equity and affordability	Overall attendance at City Spaces	No.	↗	City Life

Commented [CP16]: Remaining performance measures in this table moved to Strategic Direction 3 to align with moving pools and community tennis courts deliverable Ref 3.5.3

Key Services provided under this strategic direction

- Social programs
- Safe city

Deleted: <#>Tennis cCentres¶
Perry Park Recreation Centre¶

- City business and safety
- Community gyms and centres
- Social policy
- Venue management
- Security and emergency services
- City rangers
- State emergency services

Strategic Direction 8: A thriving cultural and creative life

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

Objective 8.1 We value our cultural life and champion our creative industries

Ref	Action	Operational Plan Deliverable	Responsibility
8.1.1	Public art	Deliver the City Art program including commissioning public art works and maintaining, conserving and communicating the City Art Public Art collection	Chief Operations Office
8.1.2	Investment in local creation and production	Provide support through our cultural funding and programs to a range of cultural groups that offer opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of local cultural and creative industries	City Life
8.1.3	Sydney is an innovative, creative and global city	Produce an annual program of events and festivals that showcase local stories internationally, champions local cultural production, actively engages with local communities	City Life
8.1.4	Prioritise local culture	Continue to implement the City's history and curatorial programs	City Life
8.1.5	Connect with and engage the community	Deliver an inclusive, welcoming cultural program within relevant City cultural venues	City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
8.2.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation	As part of the City Art Public Art program, commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program	Chief Operations Office

Commented [CP17]: Updated to align with the Delivery Program

Deleted: Improve local cultural representation for Aboriginal and Torres Strait Islander people

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

Ref	Action	Operational Plan Deliverable	Responsibility
8.3.1	Encourage investment in new creative employment space	Investigate innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	Strategic Development and Engagement / City Life
8.3.2	Encourage creative and cultural organisations and operators to live and work in Sydney	Deliver cultural programs and liaise with providers to deliver programs	City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
8.4.1	Diversity of workers and audiences	Deliver cultural programs and events that represent the cultural and social diversity of the community	City Life
8.4.2	Diversity in creative workforce and leadership	Provide support to a range of cultural groups that offer opportunities for creative participation and enhance creativity in the public domain	City Life

Objective 8.5 There is an increased supply of accessible creative space

Ref	Action	Operational Plan Deliverable	Responsibility
8.5.1	Stable and affordable creative space	Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities	Strategic Development and Engagement / City Planning, Development and Transport

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Investment in local creation and production	Cultural grants approved by the City of Sydney (excluding major events)	$ '000	–	City Life
Encourage investment in new creative employment space	Creative organisations in creative spaces supported by the City of Sydney	No.	–	City Life
Diversity in creative workforce and leadership	Creative personnel supported by City of Sydney programs	No.	–	City Life
Stable and affordable creative space	Accommodation concessions given by the City through the accommodation grants program – leases for cultural initiatives	$ '000	–	City Life

Commented [CP18]: Working notes removed pre-exhibition. Also deleted following measure included in error:
Sydney is an innovative, creative and global city Annual value of City of Sydney cultural expenditure (non-staff)
Baseline $12.6m

Deleted: ¶
(Wording from CSP: ¶
Annual value of City of Sydney cultural grants (cash and value in kind)¶
Baseline $9.89m)

Key Services provided under this strategic direction

- Creative city programs
- History and curatorial
- Cultural programs and venues

Strategic Direction 9: A transformed and innovative economy

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

Objective 9.1 An expanding innovation economy will support Sydney's future prosperity

Ref	Action	Operational Plan Deliverable	Responsibility
9.1.1	Develop and promote the Tech Central Innovation precinct	Work collaboratively with the Camperdown Ultimo Alliance, Greater Cities Commission and other agencies and organisations to position Tech Central as the driver of place-based innovation	Strategic Development and Engagement
9.1.2	A safe and desirable destination	Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	City Life
9.1.3	Support local businesses – technology and innovation	Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	City Life
9.1.4	Support creative industries	Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability	City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
9.2.1	Innovation and commercialisation of research	Work closely with the City's Business Innovation Space, Circular Quay operator to provide affordable workspace, capacity building programming, and access to funding for green and climate tech startups	Strategic Development and Engagement / City Life
9.2.2	Promote and support development of key green sectors	Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Strategic Development and Engagement

Deleted: / Chief Operations Office

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

Ref	Action	Operational Plan Deliverable	Responsibility
9.3.1	Collect, analyse and share data	Provide demographic and economic development information to enable enhanced community decision making	Strategic Development and Engagement

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

Ref	Action	Operational Plan Deliverable	Responsibility
9.4.1	Activation of places and precincts	Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	City Life
9.4.2	Streamlined regulation and compliance	Design and deliver a Business Concierge service to assist small businesses in navigating Council processes to enable place activation	People, Performance and Technology
9.4.3 (1)	Support the visitor economy	Continue to invest in, support and promote major festivals and events that attract local and global audiences which contribute to Sydney's vibrancy	City Life
9.4.3 (2)	Support the visitor economy	Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education	Strategic Development and Engagement
9.4.3 (3)	Support the visitor economy	Develop and deliver tourist information programs to meet visitor requirements	People, Performance and Technology / Strategic Development and Engagement
9.4.3 (4)	Support the visitor economy	Collaborate with the NSW Government and event organisers of Sydney WorldPride to deliver a world-class global event that celebrates the culture and raises awareness of the human rights issues of the LGBTIQA+ community	City Life
9.4.3 (5)	Support the visitor economy	Implement projects and programs to support the recovery of the international education sector impacted by Covid-19	Strategic Development and Engagement / City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
9.5.1	Promote economic activity and local neighbourhood identify	Support the development and implementation of the Oxford Street LGBTIQA+ Place Strategy business charter	Strategic Development and Engagement / City Life
9.5.2 (1)	Economic diversity	Continue to implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities in the city centre for Aboriginal and Torres Strait Islander business	City Life
9.5.2 (2)	Economic diversity	Develop and promote vibrant, safe and sustainable 24-hour precincts that offer a diverse range of leisure and entertainment options, inviting public spaces and connected transport options in collaboration with NSW Government 24-Hour Economy Office	City Life

Deleted: Chief Operations Office /

Performance measures

Action	Measure description	Unit	Target / Trend	Responsibility
Support local businesses – technology and innovation	Economic grants approved by the City of Sydney	$ '000	–	City Life
Support the visitor economy	Bids for business events submitted	No.	↗	City Life
Support the visitor economy	Events secured	No.	↗	City Life
Support the visitor economy	Economic impact of events secured	$Million	↗	City Life
Support the visitor economy	Delegate numbers of events secured	No.	↗	City Life
Support the visitor economy	Delegate days of events secured	No.	↗	City Life
Support the visitor economy	Grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	$ '000	–	City Life

Action	Measure description	Unit	Target / Trend	Responsibility
Support the visitor economy	Grants approved by the City of Sydney for major events	$ '000	–	City Life
Support the visitor economy	Domestic visitor overnight trips	No.	–	Strategic Development and Engagement
Support the visitor economy	International visitor average number of nights	No.	–	Strategic Development and Engagement
Support the visitor economy	International overnight visitors	No.	–	Strategic Development and Engagement
Support recovery of international education sector	International students studying in the City of Sydney LGA	No.	–	Strategic Development and Engagement

Commented [CP19]: Domestic visitor day trips removed from this table to align with update to the draft Community Strategic Plan

Commented [CP20]: This measure moved lower in table and following two measures from this table moved to Strategic Direction 4

Key Services provided under this strategic direction

- International relations
- City business
- Strategy and urban analytics
- Visitor services
- Major events
- Night time city

Strategic Direction 10: Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

Objective 10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs

Ref	Action	Operational Plan Deliverable	Responsibility
10.1.1 (1)	Collaboration and advocacy	Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness	City Life
10.1.1 (2)	Collaboration and advocacy	Partner and support the delivery and coordination of services to link people sleeping rough with services and support	City Life
10.1.2	Access to safe, secure and sustainable housing	Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends	City Life

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

Ref	Action	Operational Plan Deliverable	Responsibility
10.2.1	Safe, cohesive and connected neighbourhoods	Provide and support community capacity building initiatives in social housing neighbourhoods	City Life
10.2.2	Collaboration	Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	City Life
10.2.3	Support people during urban renewal and development	Support communities to participate in social housing redevelopment projects	Strategic Development and Engagement / City Life
10.2.4	Advocacy	Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	City Planning, Development and Transport

Objective 10.3 An increased supply of affordable housing supports diverse communities and the economy

Ref	Action	Operational Plan Deliverable	Responsibility
10.3.1	Partnerships	Work with councils across metropolitan Sydney to increase affordable housing supply	City Planning, Development and Transport
10.3.2	Planning controls to encourage affordable rental housing	Facilitate affordable housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches	City Planning, Development and Transport

Objective 10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Ref	Action	Operational Plan Deliverable	Responsibility
10.4.1	Facilitate supply of diverse range of housing	Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types	Strategic Development and Engagement

Objective 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Ref	Action	Operational Plan Deliverable	Responsibility
10.5.1	Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes	Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples	City Planning, Development and Transport

Performance Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Collaboration and advocacy	People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	–	City Life
Collaboration and advocacy	People prevented from becoming homeless through the City supported brokerage program	No.	–	City Life

Action	Measure description	Unit	Target / Trend	Responsibility
Access to safe, secure and sustainable housing	People sleeping rough in the city area	No.	–	City Life
Planning controls to encourage affordable rental housing	Affordable rental housing units in the city area	No.	–	City Planning, Development and Transport
Facilitate supply of diverse range of housing	Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	$ '000	–	City Life
Facilitate supply of diverse range of housing	New dwellings approved	No.	–	City Planning, Development and Transport

Commented [CP21]: This row has been moved lower in table

Key Services provided under this strategic direction

– Homelessness

7. Budget and grants & support program

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We're working to restore our financial position back in line with our long-term financial plan and to meet our commitments to provide services and support to the community and businesses in our local government area.

Despite the impacts of the pandemic, the City's strong financial management over the past years has provided a platform to respond to the crisis.

As we emerge from the pandemic we will focus on building the recovery while continuing to adjust to ensure the health and wellbeing of the community.

We will continue to engage with the community using the principles outlined in our Community Engagement Strategy to ensure that changing and emerging priorities are identified. Decisions will continue to be based on the principles in our plan, community engagement outcomes, and in alignment with the NSW and Federal Government's recovery efforts and directives.

Budget and financial schedules

The City has produced a number of financial reports to demonstrate its plans and commitments over the ten-year horizon of the Long Term Financial Plan.

The following briefly describes these schedules and any assumptions have not been previously discussed throughout the body of the plan.

Additional alternative schedules have been presented for the Income Statement and Cash Flow Forecast, to reflect potential scenarios associated with recovery from the Covid-19 pandemic.

Income and Expenditure (Income Statement)

Income and expenditure statements have been provided at summary and detailed level to reflect the City's 10 year operational plan, including the 2022/23 budget and future years' forward estimates.

The summary report provides a high level overview, accords with the discussion in this plan, and aligns to the required annual financial reports format.

Scenario modelling

The 'base case' assumes that the Additional Special Variation to rates income submitted in April 2022 is approved by the Minister for Local Government.

Beyond the base case modelled in the main financial schedules, supplementary income statement schedules have been included, modelling additional scenarios related to:

1. variations to Additional Special Variation to rates income not being approved in line with expectations (note scenario 1a and 1b)

2. prolonged impact from the Covid-19 pandemic. Whilst the base case largely reflects a recovery from the worst of the pandemic, this second additional scenario has modelled longer term structural impacts on key income sources:
   - commercial property leasing and licencing income
   - street furniture advertising income
   - venue and facility hire
   - associated impact on investment revenue

Additional income and expenditure reports then provide more detailed information for the base case:

- by main income and expenditure type
- by the City's organisational structure; and
- distributed by the City's principal activities.

Capital Works

The capital works budget within the Long Term Financial Plan identifies each major project, rolling program and future project provision over the course of the 10 year planning horizon.

The proposed capital works program includes a total of $1,862.3 million comprising asset enhancement programs of $884.2 million, asset renewal programs of $968.1 million and a capital contingency sum of $10.0 million.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 years of the plan.

The 10 year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Cash flow forecast

The cash flow forecast takes the net surplus result from the income and expenditure statement, adjusts for non-cash transactional movements and allows for the capital expenditure program to forecast the movements in the City's total cash reserves.

Achieving this cash forecast is critical to ensuring the sustainability of the Long Term Financial Plan, and as such it will be one of the key measures that is regularly monitored and reviewed over the life of the plan.

As with the income statement, additional cash flow schedules have been included, modelling the same additional scenarios related to potential further Covid-19 impacts.

Office of Local Government performance measures

Projections relating to key performance measures are included in graphical format to provide additional context and to indicate performance trends over the period of the Plan.

Consistent with the requirements of the Office of Local Government, the Long Term Financial Plan projects financial forecasts for the City for 10 years and is updated annually as part of the development of the Operational Plan.

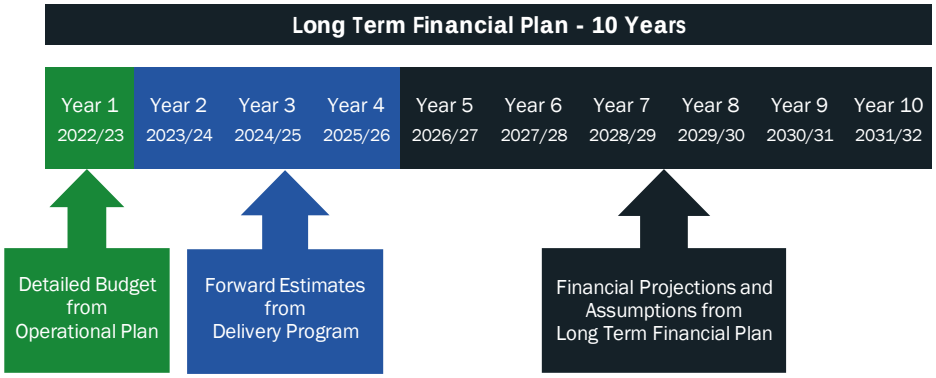


Figure 8. Ten year timeframe

This page intentionally left blank

City of Sydney
Income Statement

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	146.9	156.7	162.9	157.8	162.7	**1,456.3**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**771.9**	**782.2**	**783.1**	**3,064.6**	**789.1**	**818.2**	**851.8**	**868.3**	**874.6**	**897.7**	**8,164.3**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	162.5	167.4	172.5	177.8	182.9	**1,602.4**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**735.6**	**757.5**	**778.7**	**797.7**	**820.7**	**7,311.9**
Net Operating Result for the Year	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

Budgeted Income Statement

The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result, incorporating ongoing financial impacts of Covid-19 (and subsequent recovery) on the City's operations as detailed in the Long Term Financial Plan. Scenarios reflecting extended impacts of Covid-19 on key income streams have also been modelled and are included after the "base case" scenario financial schedules.

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 above reflects this approach.

Major non-cash items that may impact the City's financial results include:
- the incremental increase / decrease arising from the annual market revaluation of the City's investment properties
- the initial recognition of transferable Heritage Floor Space (HFS) rights

These items will have no initial impact upon the budgeted funds available for the Council and are therefore excluded from the annual budget and future years' financial estimates. Expected realisation of these assets through anticipated sale/divestment is reflected in forward estimates as applicable.

City of Sydney
Detailed Income and Expenditure

Operational Plan 2022/23

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Income												
Advertising Income	**17.5**	18.0	18.5	19.1	**73.0**	19.6	20.2	20.8	21.4	22.1	22.7	**199.8**
Annual Charges	**66.5**	68.3	70.1	76.9	**281.8**	79.1	81.4	83.8	86.4	89.0	91.9	**793.5**
Aquatic Facilities Income	**0.1**	0.1	0.1	0.1	**0.5**	0.1	0.1	0.1	0.2	0.2	0.2	**1.4**
Building & Development Application Income	**6.0**	6.1	6.3	6.5	**24.9**	6.7	6.9	7.1	7.3	7.5	7.8	**68.3**
Building Certificate	**1.4**	1.5	1.5	1.5	**5.9**	1.6	1.6	1.7	1.7	1.8	1.8	**16.1**
Child Care Fees	**1.6**	1.7	1.7	1.8	**6.8**	1.8	1.9	1.9	2.0	2.1	2.1	**18.6**
Commercial Properties	**68.7**	77.7	83.1	86.0	**315.5**	78.5	86.4	94.4	98.9	91.8	94.9	**860.4**
Community Properties	**11.5**	12.9	13.2	13.6	**51.2**	14.0	14.4	14.8	15.2	15.6	16.0	**141.0**
Enforcement Income	**37.9**	39.1	40.2	41.4	**158.6**	42.7	44.0	45.3	46.6	48.0	49.5	**434.7**
Footway Licences	**0.0**	1.0	1.5	1.5	**4.0**	1.5	1.5	1.5	1.5	1.5	1.5	**13.0**
Grants and Contributions	**10.9**	9.1	9.3	9.5	**38.7**	9.7	9.9	10.1	10.3	10.5	10.8	**100.0**
Grants - Financial Assistance Grants	**7.1**	7.3	7.5	7.8	**29.7**	8.0	8.2	8.5	8.7	9.0	9.3	**81.5**
Health Related Income	**1.8**	1.8	1.9	2.0	**7.5**	2.0	2.1	2.1	2.2	2.3	2.3	**20.5**
Library Income	**0.1**	0.1	0.1	0.1	**0.4**	0.1	0.1	0.1	0.1	0.1	0.1	**1.0**
Other Building Fees	**11.6**	11.6	11.8	12.1	**47.0**	12.5	12.8	13.2	13.6	14.0	14.5	**127.7**
Other Fees	**3.4**	3.9	4.0	4.1	**15.4**	4.2	4.3	4.5	4.6	4.7	4.8	**42.6**
Other Income	**0.6**	0.6	0.7	0.7	**2.6**	0.7	0.7	0.7	0.8	0.8	0.8	**7.1**
Parking Meter Income	**39.3**	40.1	40.9	41.7	**162.0**	42.5	43.4	44.3	45.1	46.0	47.0	**430.3**
Parking Station Income	**10.2**	9.5	8.7	9.0	**37.3**	9.2	10.7	12.2	12.5	12.9	13.3	**108.2**
Private Work Income	**5.7**	5.9	6.1	6.3	**24.0**	6.5	6.7	6.9	7.1	7.3	7.5	**65.8**
Rates - Business CBD	**172.5**	176.7	181.2	185.7	**716.2**	190.4	195.1	200.0	205.0	210.1	215.4	**1,932.2**
Rates - Business Other	**67.0**	68.8	70.5	72.3	**278.5**	74.1	75.9	77.8	79.8	81.7	83.8	**751.6**
Rates - Residential	**81.5**	83.5	85.6	87.7	**338.2**	89.9	92.1	94.4	96.7	99.1	101.5	**911.9**
Sponsorship Income	**0.4**	0.4	0.5	0.5	**1.8**	0.5	0.5	0.5	0.5	0.5	0.6	**4.9**
Venue/Facility Income	**10.0**	10.3	10.6	10.9	**41.7**	11.2	11.6	11.9	12.3	12.6	13.0	**114.3**
Work Zone	**16.3**	14.3	13.8	14.2	**58.4**	14.6	15.0	15.5	15.9	16.4	16.9	**152.9**
Value in Kind - Revenue	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Total Operating Income	**651.1**	**671.8**	**690.9**	**714.4**	**2,728.2**	**723.4**	**749.2**	**775.9**	**798.3**	**809.7**	**831.9**	**7,416.6**
Operating Expenditure												
Salaries and Wages	**202.1**	208.8	214.3	219.6	**844.7**	225.6	231.8	238.2	244.9	252.2	259.7	**2,297.1**
Other Employee Related Costs	**1.5**	1.5	1.6	1.6	**6.2**	1.7	1.7	1.8	1.8	1.9	1.9	**17.0**
Employee Oncosts	**7.6**	7.8	8.0	8.2	**31.7**	8.5	8.8	9.0	9.3	9.6	9.9	**86.7**
Agency Contract Staff	**12.7**	12.4	12.9	13.2	**51.2**	14.3	14.0	14.5	14.9	15.3	16.6	**140.8**
Superannuation	**23.9**	24.6	25.2	25.9	**99.6**	26.7	26.4	27.2	28.0	28.8	29.7	**266.5**
Travelling	**0.2**	0.2	0.2	0.2	**0.7**	0.2	0.2	0.2	0.2	0.2	0.2	**1.9**
Workers Compensation Insurance	**6.5**	6.7	6.9	7.1	**27.2**	7.3	7.5	7.8	8.0	8.2	8.5	**74.5**
Fringe Benefit Tax	**0.6**	0.6	0.6	0.7	**2.5**	0.7	0.7	0.7	0.7	0.8	0.8	**6.9**
Training Costs (excluding salaries)	**1.2**	1.2	1.2	1.3	**4.9**	1.3	1.4	1.4	1.4	1.5	1.5	**13.5**
Salary Expense	**256.2**	**263.8**	**270.9**	**277.8**	**1,068.8**	**286.3**	**292.4**	**300.7**	**309.3**	**318.5**	**328.9**	**2,904.9**

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Expenditure (continued)												
Bad & Doubtful Debts	**0.5**	0.5	0.5	0.5	**2.0**	0.5	0.5	0.5	0.5	0.5	0.5	**5.0**
Consultancies	**5.3**	5.4	5.6	5.8	**22.0**	5.9	6.1	6.3	6.5	6.7	6.9	**60.3**
Enforcement & Infringement Costs	**8.4**	8.7	8.9	9.2	**35.2**	9.5	9.8	10.0	10.3	10.7	11.0	**96.5**
Event Related Expenditure	**14.4**	14.9	15.3	10.3	**54.9**	10.6	10.9	11.2	11.6	11.9	12.3	**123.4**
Expenditure Recovered	**(4.0)**	(4.1)	(4.3)	(4.4)	**(16.8)**	(4.5)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	**(46.1)**
Facility Management	**12.5**	11.7	11.9	11.5	**47.5**	11.7	12.0	12.3	12.5	12.8	13.1	**121.9**
General Advertising	**1.1**	1.1	1.2	1.2	**4.6**	1.2	1.3	1.3	1.3	1.4	1.4	**12.5**
Governance	**1.8**	1.8	3.3	1.9	**8.8**	2.0	2.0	3.7	2.2	2.2	2.3	**23.1**
Government Authority Charges	**7.4**	7.7	7.9	8.1	**31.1**	8.4	8.6	8.9	9.1	9.4	9.7	**85.3**
Grants, Sponsorships and Donations	**24.7**	23.1	23.9	26.7	**98.4**	25.5	26.3	27.2	31.0	28.9	29.9	**267.1**
Infrastructure Maintenance	**44.1**	45.4	47.8	49.2	**186.4**	50.7	52.7	54.3	55.9	57.8	59.6	**517.3**
Insurance	**5.9**	6.2	6.4	6.7	**25.2**	6.9	7.2	7.5	7.8	8.1	8.4	**71.2**
IT Related Expenditure	**15.3**	15.8	16.3	16.8	**64.2**	17.3	17.8	18.3	18.9	19.4	20.0	**175.9**
Legal Fees	**3.2**	3.3	3.4	3.5	**13.3**	3.6	3.7	3.8	3.9	4.0	4.2	**36.6**
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	**3.6**	3.7	3.8	3.9	**14.9**	4.0	4.1	4.3	4.4	4.5	4.6	**40.8**
Other Operating Expenditure	**10.1**	10.4	10.7	11.0	**42.1**	11.3	11.7	12.0	12.4	12.8	13.1	**115.5**
Postage & Couriers	**1.3**	1.3	1.4	1.4	**5.4**	1.4	1.5	1.5	1.6	1.6	1.7	**14.8**
Printing & Stationery	**1.3**	1.3	1.5	1.4	**5.5**	1.4	1.5	1.7	1.6	1.6	1.7	**15.0**
Project Management & Other Project Costs	**1.1**	1.2	1.2	1.2	**4.7**	1.3	1.3	1.3	1.4	1.4	1.5	**12.8**
Property Related Expenditure	**39.7**	40.9	42.6	43.9	**167.0**	45.2	46.8	48.2	49.7	51.3	52.8	**461.0**
Service Contracts	**23.2**	23.0	24.1	25.1	**95.3**	26.1	27.5	28.6	29.7	30.5	31.4	**269.1**
Stores & Materials	**4.0**	4.2	4.3	4.4	**16.9**	4.6	4.7	4.8	5.0	5.1	5.3	**46.4**
Surveys & Studies	**2.3**	2.4	2.4	2.5	**9.6**	2.6	2.7	2.7	2.8	2.9	3.0	**26.2**
Telephone Charges	**2.6**	2.7	2.8	2.8	**10.9**	2.9	3.0	3.1	3.2	3.3	3.4	**29.8**
Utilities	**12.3**	12.7	13.1	13.5	**51.6**	13.9	14.3	14.7	15.2	15.6	16.1	**141.5**
Vehicle Maintenance	**2.5**	2.5	2.6	2.7	**10.3**	2.8	2.8	2.9	3.0	3.1	3.2	**28.1**
Waste Disposal Charges	**23.4**	24.3	25.3	26.3	**99.3**	27.4	28.5	29.6	30.8	32.0	33.3	**280.8**
Value in Kind - Expenditure	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Expenditure	**273.9**	**277.9**	**289.7**	**293.1**	**1,134.6**	**300.3**	**310.8**	**322.4**	**333.6**	**341.1**	**351.5**	**3,094.2**
Total Operating Expenditure (Excl Depreciation)	**530.1**	**541.7**	**560.7**	**570.9**	**2,203.4**	**586.6**	**603.2**	**623.1**	**642.9**	**659.6**	**680.4**	**5,999.1**
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney
Detailed Income and Expenditure

Operational Plan 2022/23

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Result	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**
Add Additional Income:												
Interest	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Less Additional Expenses:												
Capital Project Related Costs	**5.8**	9.5	9.5	9.8	**34.6**	9.8	10.0	10.1	10.3	10.4	10.7	**95.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Net Operating Result - Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

City of Sydney

Operating Budget

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
City Life	**23.2**	**100.0**	**(76.8)**	**(76.5)**	**(78.8)**	**(77.6)**	**(309.8)**	**(78.0)**	**(80.4)**	**(82.8)**	**(88.4)**	**(88.0)**	**(90.8)**	**(818.2)**
Creative City	1.4	35.7	**(34.2)**	(35.2)	(36.2)	(31.8)	**(137.5)**	(32.8)	(33.8)	(34.8)	(35.8)	(36.9)	(38.0)	**(349.4)**
Grants & Sponsorship	0.1	26.3	**(26.2)**	(24.7)	(25.5)	(28.3)	**(104.7)**	(27.2)	(28.1)	(29.0)	(32.9)	(30.9)	(31.8)	**(284.5)**
Venue Management	11.3	7.1	**4.2**	4.7	4.8	4.9	**18.5**	5.1	5.2	5.4	5.5	5.7	5.8	**51.2**
Social City	8.1	21.2	**(13.1)**	(13.4)	(13.8)	(14.2)	**(54.5)**	(14.6)	(15.0)	(15.5)	(16.0)	(16.4)	(16.9)	**(149.0)**
City Business & Safety	2.0	5.3	**(3.3)**	(3.5)	(3.6)	(3.7)	**(14.2)**	(3.8)	(3.9)	(4.1)	(4.2)	(4.3)	(4.4)	**(38.9)**
City Life Management	0.0	2.1	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.7)**	(2.3)	(2.4)	(2.4)	(2.4)	(2.5)	(2.6)	**(23.3)**
Sustainability Programs	0.2	2.3	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.8)**	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	**(24.2)**
City Services	**136.4**	**203.2**	**(66.8)**	**(72.6)**	**(77.8)**	**(79.7)**	**(296.9)**	**(82.5)**	**(85.0)**	**(86.8)**	**(89.9)**	**(93.5)**	**(97.0)**	**(831.6)**
Security & Emergency Management	3.6	6.8	**(3.2)**	(3.3)	(3.4)	(3.5)	**(13.4)**	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	**(36.5)**
City Rangers	37.8	26.2	**11.6**	12.0	12.4	12.8	**48.8**	13.2	13.6	14.0	14.4	14.8	15.3	**134.0**
Parking & Fleet Services	49.5	16.1	**33.5**	33.1	32.6	33.2	**132.3**	33.7	35.5	37.3	38.0	38.7	39.3	**354.9**
City Greening & Leisure	1.6	43.2	**(41.6)**	(42.6)	(44.2)	(44.7)	**(173.1)**	(45.9)	(47.7)	(49.0)	(50.4)	(51.9)	(53.3)	**(471.3)**
City Services Management	0.0	0.5	**(0.5)**	(0.5)	(0.3)	(0.1)	**(1.4)**	0.1	0.3	0.5	0.7	0.7	0.8	**1.8**
City Services Strategy	0.0	0.8	**(0.8)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	**(9.6)**
City Infrastructure & Traffic Operations (CITO)	42.9	40.3	**2.6**	0.2	(1.2)	(1.3)	**0.3**	(1.4)	(1.7)	(1.8)	(1.9)	(2.2)	(2.3)	**(10.9)**
Cleansing & Waste	1.0	69.3	**(68.3)**	(70.5)	(72.8)	(75.2)	**(286.9)**	(77.7)	(80.3)	(83.0)	(85.8)	(88.6)	(91.6)	**(793.9)**
City Planning Development & Transport	**19.8**	**38.4**	**(18.7)**	**(19.4)**	**(20.1)**	**(20.6)**	**(78.8)**	**(21.3)**	**(21.9)**	**(22.6)**	**(23.2)**	**(23.9)**	**(24.7)**	**(216.4)**
Health & Building	2.2	14.8	**(12.5)**	(12.8)	(13.2)	(13.6)	**(52.1)**	(14.0)	(14.4)	(14.8)	(15.3)	(15.7)	(16.2)	**(142.4)**
Construction & Building Certification Services	10.8	2.9	**7.8**	7.8	7.8	8.1	**31.5**	8.3	8.5	8.8	9.1	9.3	9.6	**85.2**
Planning Assessments	5.9	14.7	**(8.7)**	(8.9)	(9.2)	(9.4)	**(36.2)**	(9.7)	(10.0)	(10.3)	(10.6)	(10.9)	(11.2)	**(98.9)**
Strategic Planning & Urban Design	0.8	6.1	**(5.3)**	(5.4)	(5.6)	(5.7)	**(22.0)**	(5.9)	(6.1)	(6.3)	(6.5)	(6.6)	(6.8)	**(60.2)**
Chief Operations Office	**80.5**	**89.6**	**(9.1)**	**(0.4)**	**2.7**	**3.2**	**(3.6)**	**(6.8)**	**(1.8)**	**3.4**	**5.1**	**(5.0)**	**(4.9)**	**(13.6)**
Chief Operations Office	0.0	0.9	**(0.9)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	**(9.2)**
City Property	80.5	66.0	**14.5**	23.8	27.5	28.7	**94.5**	19.4	25.2	31.3	33.8	24.6	25.5	**254.2**
City Design	0.0	4.3	**(4.3)**	(4.4)	(4.5)	(4.7)	**(17.9)**	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(5.6)	**(48.9)**
Infrastructure, Sustainability and Performance	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(2.0)	**(7.5)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	**(20.5)**
Asset Strategy & Systems	0.0	0.8	**(0.8)**	(0.8)	(0.9)	(0.9)	**(3.4)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	**(9.4)**
Green Infrastructure	0.0	0.0	**(0.0)**	(0.0)	(0.0)	(0.0)	**(0.0)**	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	**(0.1)**
Green Square	0.0	0.7	**(0.7)**	(0.7)	(0.8)	(0.8)	**(3.0)**	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	**(8.1)**
City Transformation	0.0	0.2	**(0.2)**	(0.2)	(0.2)	(0.2)	**(0.8)**	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	**(2.2)**
City Access	0.1	4.5	**(4.5)**	(4.6)	(4.7)	(4.9)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.5)	(5.6)	(5.8)	**(51.0)**
CPP - Development & Strategy	0.0	4.2	**(4.2)**	(4.3)	(4.5)	(4.6)	**(17.6)**	(4.7)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	**(48.3)**
CPP - Professional Services	0.0	4.7	**(4.7)**	(4.9)	(5.0)	(5.1)	**(19.7)**	(5.3)	(5.4)	(5.6)	(5.8)	(5.9)	(6.1)	**(53.9)**
CPP - Infrastructure Delivery	0.0	1.1	**(1.1)**	(1.1)	(1.1)	(1.2)	**(4.5)**	(1.2)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.4)**
Project Management Office	0.0	0.3	**(0.3)**	(0.4)	(0.4)	(0.4)	**(1.4)**	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	**(3.9)**

City of Sydney

Operating Budget

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
Chief Executive Office	**0.0**	**9.6**	**(9.6)**	**(9.9)**	**(10.2)**	**(10.4)**	**(40.1)**	**(10.8)**	**(11.1)**	**(11.4)**	**(11.8)**	**(12.1)**	**(12.5)**	**(109.7)**
Office of the Lord Mayor	0.0	3.9	**(3.9)**	(4.0)	(4.1)	(4.2)	**(16.2)**	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(5.0)	**(44.3)**
Secretariat	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(1.9)	**(7.4)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	**(20.3)**
Councillor Support	0.0	2.2	**(2.2)**	(2.3)	(2.3)	(2.4)	**(9.3)**	(2.5)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	**(25.3)**
Chief Executive Office	0.0	1.7	**(1.7)**	(1.8)	(1.8)	(1.9)	**(7.2)**	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	**(19.7)**
Strategy, Engagement & Communications	**0.8**	**19.5**	**(18.7)**	**(18.6)**	**(19.1)**	**(19.7)**	**(76.1)**	**(21.0)**	**(20.9)**	**(21.6)**	**(22.3)**	**(23.0)**	**(24.5)**	**(209.4)**
Strategy, Engagement & Communications	0.1	13.6	**(13.5)**	(13.2)	(13.6)	(14.0)	**(54.3)**	(15.1)	(14.8)	(15.3)	(15.7)	(16.2)	(17.5)	**(149.1)**
New Strategic Outcomes	0.0	0.2	**(0.2)**	(0.2)	(0.3)	(0.3)	**(1.0)**	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	**(2.7)**
Resilience	0.7	1.2	**(0.5)**	(0.5)	(0.6)	(0.6)	**(2.3)**	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.9)	**(6.8)**
City Engagement	0.0	2.0	**(2.0)**	(2.1)	(2.1)	(2.2)	**(8.4)**	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	**(23.1)**
Sustainability	0.0	1.5	**(1.5)**	(1.6)	(1.6)	(1.7)	**(6.4)**	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	**(17.5)**
Indigenous Leadership & Engagement	0.1	0.9	**(0.9)**	(0.9)	(0.9)	(1.0)	**(3.7)**	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	**(10.2)**
People Performance & Technology	**2.9**	**52.5**	**(49.6)**	**(51.1)**	**(52.5)**	**(53.9)**	**(207.1)**	**(55.5)**	**(57.1)**	**(58.8)**	**(60.6)**	**(62.4)**	**(64.3)**	**(565.7)**
Customer Service	2.8	7.3	**(4.5)**	(4.6)	(4.7)	(4.8)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.4)	(5.6)	(5.8)	**(50.8)**
Internal Office Services	0.0	0.3	**(0.3)**	(0.3)	(0.3)	(0.3)	**(1.2)**	(0.3)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	**(3.3)**
Corporate Human Resources	0.0	6.6	**(6.6)**	(6.8)	(7.0)	(7.2)	**(27.7)**	(7.4)	(7.7)	(7.9)	(8.1)	(8.4)	(8.6)	**(75.8)**
Work Health & Safety	0.0	2.2	**(2.2)**	(2.2)	(2.3)	(2.4)	**(9.1)**	(2.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	**(24.8)**
People Performance & Technology	0.0	1.2	**(1.2)**	(1.3)	(1.3)	(1.3)	**(5.1)**	(1.3)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.9)**
Business & Service Improvement	0.0	1.1	**(1.1)**	(1.2)	(1.2)	(1.2)	**(4.7)**	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	**(12.9)**
Data & Information Management Services	0.0	8.2	**(8.2)**	(8.5)	(8.7)	(8.9)	**(34.3)**	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	**(93.9)**
Technology & Digital Services	0.0	25.5	**(25.5)**	(26.2)	(27.0)	(27.8)	**(106.4)**	(28.6)	(29.4)	(30.3)	(31.2)	(32.2)	(33.1)	**(291.3)**
Chief Financial Office	**0.6**	**11.2**	**(10.6)**	**(10.9)**	**(11.0)**	**(11.3)**	**(43.9)**	**(11.7)**	**(12.0)**	**(12.4)**	**(12.8)**	**(13.1)**	**(13.5)**	**(119.4)**
Legal & Governance	**1.9**	**14.9**	**(13.0)**	**(13.4)**	**(15.5)**	**(14.3)**	**(56.1)**	**(14.7)**	**(15.3)**	**(17.6)**	**(16.3)**	**(16.9)**	**(17.4)**	**(154.3)**
Corporate Costs	**385.1**	**(8.8)**	**393.9**	**402.9**	**412.4**	**427.9**	**1,637.1**	**439.0**	**451.5**	**463.4**	**475.5**	**488.0**	**501.1**	**4,455.7**
Council	**651.1**	**530.1**	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney

Summary of Income and Expenditure by Principal Activity

The schedule below reflects the Strategic Directions from *Sustainable Sydney 2030-2050* as 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 all) 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. Other Principal Activities (such as Design excellence and sustainable development), will be delivered primarily via operational expenditure, rather than directly through capital works.

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2022/23) to better reflect the allocation of Council funds towards these major directions.

$'M	2022/23 Income	2022/23 Expenditure	2022/23 Net Surplus/ (Deficit)	2022/23 Capital	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
					Net Surplus/(Deficit) by Year								
Responsible governance and stewardship	490.0	284.6	**205.4**	**36.5**	243.6	246.4	248.3	242.7	256.8	276.2	278.6	276.0	284.9
A leading environmental performer	1.0	88.6	**(87.6)**	**21.0**	(91.1)	(94.0)	(96.9)	(100.1)	(103.6)	(106.9)	(110.4)	(113.9)	(117.6)
Public places for all	45.1	75.7	**(30.6)**	**84.8**	(32.5)	(35.3)	(35.5)	(36.6)	(38.1)	(39.3)	(40.4)	(41.9)	(43.1)
Design excellence and sustainable development	82.9	46.4	**36.5**	**0.0**	28.6	23.8	12.1	11.5	12.6	10.2	12.5	6.5	5.5
A city for walking, cycling and public transport	51.3	15.5	**35.9**	**45.7**	35.6	35.2	35.9	36.5	38.4	40.3	41.0	41.8	42.6
An equitable and inclusive city	7.2	38.7	**(31.4)**	**0.7**	(35.7)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)	(44.9)
Resilient and diverse communities	46.9	51.7	**(4.8)**	**12.5**	0.5	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.5
A thriving cultural and creative life	0.7	11.8	**(11.2)**	**3.5**	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(13.0)	(13.4)	(13.8)	(14.3)
A transformed and innovative economy	2.3	32.0	**(29.6)**	**7.5**	(30.2)	(31.1)	(26.5)	(28.0)	(28.1)	(29.0)	(29.8)	(30.7)	(32.5)
Housing for all	0.0	5.4	**(5.4)**	**0.0**	(2.6)	(2.8)	(4.9)	(3.1)	(3.3)	(3.5)	(6.7)	(3.9)	(4.1)
Total Council	**727.4**	**650.3**	**77.1**	**212.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**

City of Sydney

Capital Works Expenditure Summary

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 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.

$'M	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	*32.5*	**21.8**	27.2	20.1	0.3	**69.4**	2.3	6.3	2.1	6.5			**86.6**	**119.0**
Green Infrastructure	*31.9*	**2.1**	0.5	1.6	1.8	**6.0**	0.9	0.3					**7.2**	**39.1**
Open Space & Parks	*96.9*	**18.4**	26.1	18.8	17.3	**80.6**	20.4	27.2	24.1	18.3	24.1	26.3	**221.0**	**317.9**
Properties - Community, Cultural and Recreational	*128.8*	**19.6**	16.3	17.8	4.5	**58.3**	18.5	14.3	17.0	13.4	12.0	11.0	**144.5**	**273.2**
Properties - Investment and Operational	*6.7*	**1.1**			0.4	**1.5**	2.5	6.0	19.0	17.0	11.5	8.0	**65.5**	**72.2**
Public Art	*7.4*	**2.8**	2.9	2.2	1.6	**9.4**	1.8	0.8	1.5	1.5	1.5	1.0	**17.5**	**25.0**
Public Domain	*188.3*	**36.6**	32.8	26.5	30.6	**126.5**	15.9	32.7	22.1	19.8	28.9	31.1	**277.0**	**465.3**
Stormwater Drainage	*79.9*	**9.3**	14.6	4.2	4.2	**32.3**	5.0	5.7	5.7	5.6	5.6	5.1	**64.9**	**144.8**
Asset Enhancement Projects Total	**572.3**	**111.7**	**120.4**	**91.4**	**60.6**	**384.1**	**67.2**	**93.3**	**91.5**	**82.1**	**83.6**	**82.5**	**884.2**	**1,456.5**
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		**11.8**	16.3	15.0	17.8	**60.9**	19.2	20.1	20.9	21.6	22.9	22.9	**188.5**	**188.5**
Open Space & Parks		**21.3**	26.3	28.2	23.1	**99.0**	20.3	24.6	27.6	27.2	29.1	28.7	**256.5**	**256.5**
Properties Assets		**29.2**	38.4	36.8	34.7	**139.0**	39.1	32.0	28.3	27.7	27.7	27.4	**321.2**	**321.2**
Public Art		**1.2**	1.4	1.4	0.7	**4.8**	0.9	1.0	0.8	0.7	0.8	0.9	**9.9**	**9.9**
Public Domain		**24.0**	15.7	12.6	11.8	**64.1**	11.6	12.5	13.5	12.9	16.0	18.2	**148.8**	**148.8**
Stormwater Drainage		**3.0**	6.0	6.0	6.0	**21.0**	4.0	3.7	3.7	3.7	3.7	3.7	**43.2**	**43.2**
Asset Renewal Programs Total		**90.5**	**104.1**	**100.0**	**94.1**	**388.7**	**95.1**	**93.8**	**94.7**	**93.8**	**100.1**	**101.8**	**968.1**	**968.1**
TOTAL CAPITAL WORKS	**572.3**	**202.1**	**224.5**	**191.4**	**154.7**	**772.8**	**162.3**	**187.1**	**186.2**	**175.9**	**183.7**	**184.3**	**1,852.3**	**2,424.6**
Contingency														
Capital Works Contingency		**10.0**				**10.0**							**10.0**	**10.0**
Total Contingency		**10.0**	**0.0**	**0.0**	**0.0**	**10.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**10.0**	**10.0**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
Belmore Park	*Open Space & Parks - Asset Renewal*	*0.4*	**0.0**		0.2	0.6	**0.8**	2.0	4.0	4.0	2.2			**13.0**	**13.4**
Open Space Renewal - Hyde Park Lighting	*Open Space & Parks - Asset Renewal*	*1.0*	**0.5**	8.2	5.0	1.2	**15.0**							**15.0**	**16.0**
Customs House – Façade Upgrade stage 2	*Properties Assets - Asset Renewal*	*0.7*	**0.2**	1.3	3.9	3.4	**8.9**							**8.9**	**9.6**
Town Hall House, Façade Remediation	*Properties Assets - Asset Renewal*	*0.8*	**0.5**	3.8	4.4	3.0	**11.7**							**11.7**	**12.4**
343 George St - Facade Remediation & Facade Lighting	*Properties Assets - Asset Renewal*	*0.9*	**3.0**	2.8		2.5	**8.3**	5.9	1.6					**15.8**	**16.7**
Sydney Town Hall External Works Stage 3	*Properties Assets - Asset Renewal*	*10.1*	**2.2**	2.1	2.1		**6.4**							**6.4**	**16.5**
Woolworths Building - Façade Remediation	*Properties Assets - Asset Renewal*	*4.1*	**1.9**				**1.9**							**1.9**	**6.0**
Sydney Park Brick Kilns - Renewal Works	*Properties Assets - Asset Renewal*	*0.5*	**0.8**	3.8	6.1	4.9	**15.5**							**15.5**	**16.0**
Goulburn St Parking Station - Whole of structure remediation	*Properties Assets - Asset Renewal*		**1.0**	4.8	4.8	4.8	**15.3**	4.8	1.2	1.2	1.2	1.2	1.2	**26.0**	**26.0**
Bay Street East - Depot Redevelopment	*Properties Assets - Asset Renewal*		**0.5**	2.0	3.0	10.0	**15.5**	20.0	7.0					**42.5**	**42.5**
City Centre Public Spaces - Shakepeare Place	*Public Domain - Asset Renewal*		**0.0**				**0.0**					3.0	3.0	**6.0**	**6.0**
Oxford St wedt and Liverpool St Cycleway	*Bicycle Related Works - Asset Enhancement*	*0.5*	**1.0**	7.5	2.6		**11.1**							**11.1**	**11.6**
Erskineville Alexandria Precinct Cycleway Links	*Bicycle Related Works - Asset Enhancement*	*3.2*	**3.2**	2.8			**6.0**							**6.0**	**9.2**
Castlereagh Street Cycleway - North	*Bicycle Related Works - Asset Enhancement*	*1.0*	**4.7**	10.3	6.4		**21.4**							**21.4**	**22.4**
College Street Cycleway	*Bicycle Related Works - Asset Enhancement*	*1.1*	**4.3**				**4.3**							**4.3**	**5.4**
Surry Hills to Central Cycleway	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4			**0.5**				5.2			**5.7**	**5.7**
King St Cycleway - Stage 2	*Bicycle Related Works - Asset Enhancement*	*2.9*	**0.5**	0.4	2.0	0.2	**3.0**	0.4	1.5					**4.9**	**7.8**
Forest Lodge to City South Bike Network Link	*Bicycle Related Works - Asset Enhancement*	*0.2*	**2.0**	1.8	3.2		**7.0**							**7.0**	**7.2**
Wellington Street Bike Network Link	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4	4.5		**5.0**							**5.0**	**5.0**
Drying Green Park	*Open Space & Parks - Asset Enhancement*	*22.5*	**0.2**				**0.2**							**0.2**	**22.6**
Wimbo Park Surry Hills	*Open Space & Parks - Asset Enhancement*	*1.3*	**1.3**	3.6			**4.9**							**4.9**	**6.2**
City Centre Playground Works	*Open Space & Parks - Asset Enhancement*	*1.1*	**0.2**	0.9	4.8	0.8	**6.6**							**6.6**	**7.8**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
New Linear Park - Euston Road To Bourke Road	*Open Space & Parks - Asset Enhancement*		**0.0**			2.0	**2.0**	2.0	3.0	3.0				**10.0**	**10.0**
Synthetic Sports Field Installations - Perry Park	*Open Space & Parks - Asset Enhancement*	*1.0*	**2.2**	5.1	0.5		**7.8**							**7.8**	**8.7**
Alexandria School and Park Synthetic Sportsfield - Joint Use	*Open Space & Parks - Asset Enhancement*	*4.2*	**3.0**	1.0			**4.0**							**4.0**	**8.2**
Mandible Street Sports Precinct	*Open Space & Parks - Asset Enhancement*		**0.0**	0.3	0.3	0.5	**1.0**	5.0	14.0	10.0				**30.0**	**30.0**
Sydney Park - Fmr Nursery Re-use	*Open Space & Parks - Asset Enhancement*		**0.2**	0.8	2.0	2.2	**5.2**	1.3						**6.4**	**6.4**
Gunyama Park Stage 2 & George Julius Avenue North	*Open Space & Parks - Asset Enhancement*	*0.1*	**0.4**	8.0	8.4	1.7	**18.4**							**18.4**	**18.4**
Moore Park - Golf Course Conversion to Open Space	*Open Space & Parks - Asset Enhancement*		**0.0**				**0.0**			0.3	0.7	4.5	4.5	**10.0**	**10.0**
City North Observatory Hill Park Masterplan Upgrade	*Open Space & Parks - Asset Enhancement*						**0.0**	0.3	1.2	0.5				**2.0**	**2.0**
SSHS - Stage 2 (Cultural/Community/Health Facilities)	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*4.9*	**8.7**	7.1	4.0		**19.8**							**19.8**	**24.7**
New Childcare - Fig & Wattle Street Ultimo	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	8.0						**8.0**	**8.0**
Sports Facilities - Fig and Wattle Depot Site	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	7.0						**7.0**	**7.0**
Huntley Street Recreation Centre - Development	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**0.4**	6.0	10.8	1.5	**18.6**							**18.6**	**20.0**
George Street - Lend Lease Circular Quay VPA	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**7.5**				**7.5**							**7.5**	**8.8**
Pyrmont Community Centre Upgrade	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.0*	**1.8**	2.9			**4.7**							**4.7**	**5.7**
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**			0.2	**0.2**	0.6	3.0	5.0	3.2			**12.0**	**12.0**
Bay St West - Former Depot Site Redevelopment	*Properties - Investment and Operational - Asset Enhancement*		**0.0**				**0.0**	0.5	3.0	15.0	15.0	6.5		**40.0**	**40.0**
City Centre - Barrack St masterplan	*Public Domain - Asset Enhancement*	*0.0*	**0.2**	0.5	0.9	4.1	**5.7**							**5.7**	**5.7**
Hinchcliffe St (North), Woolpack St & Barker St (South)	*Public Domain - Asset Enhancement*	*0.3*	**0.0**			0.0	**0.0**		6.5					**6.5**	**6.8**
Zetland Ave (West) - Paul St to Portman St	*Public Domain - Asset Enhancement*	*8.1*	**1.4**				**1.4**							**1.4**	**9.6**
Green Square to Ashmore Connection	*Public Domain - Asset Enhancement*	*14.6*	**7.7**	6.8	2.0		**16.5**							**16.5**	**31.2**
Kings Cross Public Domain - Macleay Street	*Public Domain - Asset Enhancement*	*11.9*	**0.4**				**0.4**							**0.4**	**12.3**
Crown Street Public Domain	*Public Domain - Asset Enhancement*	*0.8*	**3.5**	6.3	6.6	7.0	**23.4**	3.7						**27.1**	**27.9**

City of Sydney

Capital Works Individual Projects > $5M

$M **Project Name**	**Project Group**	**Prior Years Total**	**2022/23**	2023/24	2024/25	2025/26	**4 Years Total**	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	**10 Year Total**	**Total Project Budget**
Regent Street Redfern	*Public Domain - Asset Enhancement*		**0.0**		0.3	0.7	**1.0**	5.0	7.0	5.0				**18.0**	**18.0**
George Street South Pedestrianisation	*Public Domain - Asset Enhancement*	*29.9*	**13.6**				**13.6**							**13.6**	**43.5**
Danks Street South - Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**				5.0			**5.0**	**5.0**
Green Square Northern Precinct Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		5.0					**5.0**	**5.0**
Loftus St, Reiby Pl & Customs House Ln Upgrade	*Public Domain - Asset Enhancement*	*0.3*	**2.8**	5.0			**7.8**							**7.8**	**8.0**
George Street North Pedestrianisation (Hunter to Alfred Sts)	*Public Domain - Asset Enhancement*		**1.0**	7.5	6.5		**15.0**	1.0	7.5	6.5				**30.0**	**30.0**
Erskineville Road Public Domain upgrade	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		0.2	5.0	6.0	0.8		**12.0**	**12.0**
Joynton Avenue Stormwater Drainage Upgrade	*Stormwater Drainage - Asset Enhancement*	*3.4*	**8.2**	13.3			**21.5**							**21.5**	**24.9**

City of Sydney
Balance Sheet

$'M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS										
Current Assets										
Cash and Investments	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4
Receivables	99.7	101.8	103.5	105.1	104.8	106.7	110.4	112.5	112.3	114.2
Prepayments	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Inventory	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Current Assets Total	**590.4**	**460.5**	**494.6**	**589.3**	**532.0**	**506.7**	**480.5**	**395.0**	**390.2**	**383.6**
Non-Current Assets										
Capital Works, Infrastructure, Investment Properties and P&A	12,307.4	12,541.4	12,610.9	12,586.8	12,712.6	12,815.9	12,928.2	13,096.7	13,175.7	13,253.1
Non Current Assets	**12,307.4**	**12,541.4**	**12,610.9**	**12,586.8**	**12,712.6**	**12,815.9**	**12,928.2**	**13,096.7**	**13,175.7**	**13,253.1**
Total Assets	**12,897.9**	**13,001.9**	**13,105.5**	**13,176.1**	**13,244.6**	**13,322.6**	**13,408.7**	**13,491.7**	**13,565.8**	**13,636.7**
LIABILITIES										
Current Liabilities										
Payables	275.0	270.6	277.2	262.0	254.3	247.5	238.4	228.8	220.5	210.7
Provisions	77.4	81.1	83.6	86.1	90.1	92.3	93.1	96.1	101.7	105.4
Current Liabilities Total	**352.5**	**351.7**	**360.8**	**348.1**	**344.4**	**339.8**	**331.6**	**325.0**	**322.2**	**316.1**
Non-Current Liabilities										
Provisions	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Non-Current Liabilities Total	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**
Total Liabilities	**376.2**	**375.4**	**384.5**	**371.8**	**368.0**	**363.5**	**355.2**	**348.7**	**345.9**	**339.8**
Net Assets	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**
EQUITY										
Equity	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**

City of Sydney
Cash Flow Forecast

Operational Plan 2022/23

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	262.1	272.9	281.9	290.2	288.3	303.0	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**670.2**	**689.3**	**712.7**	**721.7**	**747.5**	**774.1**	**796.5**	**807.8**	**830.0**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	309.0	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**601.5**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**130.1**	**130.2**	**143.5**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**
Other Non Operating:										
Interest income	7.5	6.4	6.5	8.7	9.0	8.2	9.5	9.6	8.2	8.0
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Non-Cash Asset Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash Surplus before Capital Expenditure	**191.5**	**220.7**	**212.0**	**202.4**	**192.8**	**205.0**	**218.6**	**215.2**	**204.6**	**206.7**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(132.0)**	**32.4**	**93.1**	**(57.0)**	**(27.2)**	**(30.0)**	**(87.6)**	**(4.7)**	**(8.3)**
Total Cash at Beginning of Period	657.1	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7
Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
Total Cash at End of Period	**482.6**	**350.6**	**383.0**	**476.1**	**419.1**	**392.0**	**362.0**	**274.4**	**269.7**	**261.4**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

Asset Replacement and Sales (including Information Services - Capital Projects)
Council holds assets to ensure its financial viability, for commercial and strategic reasons, and to meet the needs of its operations.

Depreciating assets, such as plant, equipment and vehicles, held for Council's operations are changed or replaced in line with Council's current needs and the operational life of the asset. The City replaces its light fleet every two years or 40,000km excluding utility vehicles which are replaced every three years or 60,000km. The City also adopts a replacement program to renew its Personal Computer assets on an average three-yearly cycle.

The City has a program of upgrades and enhancements to information systems. These can include installation and configuration of 3rd party software and development of new in-house solutions.

Where these system developments are deemed to have an enduring benefit to the City, the costs of the project are capitalised as assets within the Fixed Asset Register, and amortised over an appropriate useful life. Capitalisation of costs is consistent with the City's *Asset Recognition and Capitalisation Policy.*

Summary of Expenditure - 2022/23

	2022/23		
$M	Acquisitions	Sales	**Net Budget**
Books & Library Resources	0.8	0.0	**0.8**
Information Technology (Equipment)	2.3	0.0	**2.3**
Technology and Digital Services - Capital Projects	7.0	0.0	**7.0**
Vehicles and Plant	6.8	(0.5)	**6.3**
Equipment, Furniture & Fittings and Miscellaneous	3.6	0.0	**3.6**
Total	20.4	(0.5)	19.9

Statement of Business or Commercial Activities
The City of Sydney expects to continue with Parking Stations as a Category 1 business activity. In a typical operating environment, these commercial activities provide an additional source of funding that enables the Council to continue to provide enhanced services and infrastructure delivery without placing additional burden on the City's ratepayers.

Revenue Policy - Charges for Works Carried out on Private Land
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

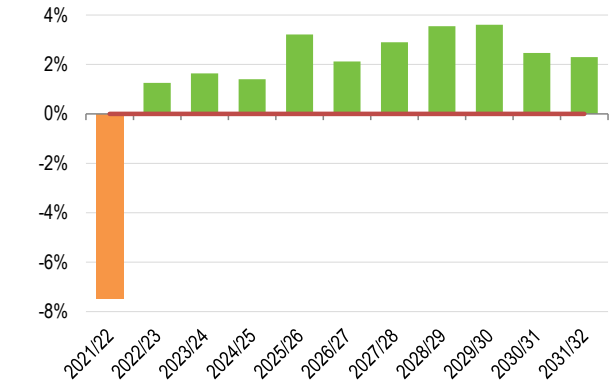
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements (per the Asset Management Plan) and infrastructure backlog.

The formulas used in the calculations, as provided by the NSW Office of Local Government, are also included.

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Sustainability

Operating Performance Ratio

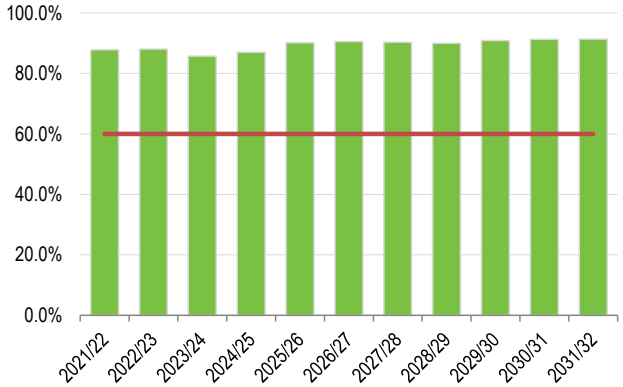


Operating Revenue (*excl* Capital Grants & Contributions)
less **Operating Expenses**
Operating Revenue (*excl* Capital Grants & Contributions)

The City's Operating Performance for 2021/22 has been significantly impacted by the continuation of the Covid-19 pandemic, particularly the Delta and Omicron variants that resulted in extended lockdowns and economic disruption. These impacts are beginning to ease in the latter part of the 2021/22 financial year.

Forward estimates anticipate a financial recovery reflecting a return to long term averages over time. The base case of the model relies upon the recovery of key income sources in 2022/23, and scenarios have been provided within this Long Term Financial Plan modelling financial impacts of an extended or delayed period of recovery.

Own Source Revenue

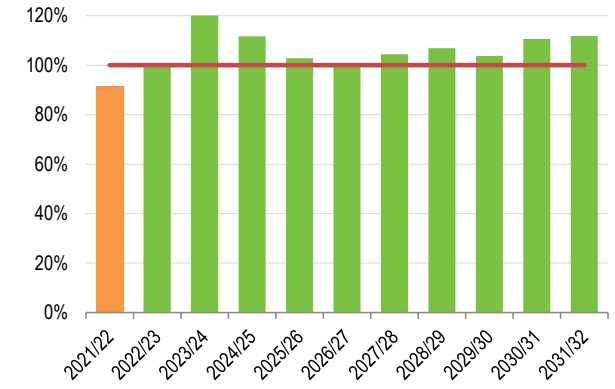


Total continuing operating revenue *less* all grants and contributions
Total Operating Revenue
(*inclusive of* Capital Grants and Contributions)

The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue.

As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumeded continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.

Building and Infrastructure Asset Renewal Ratio



Actual Asset Renewals
Required Renewal* of Building and Infrastructure Assets

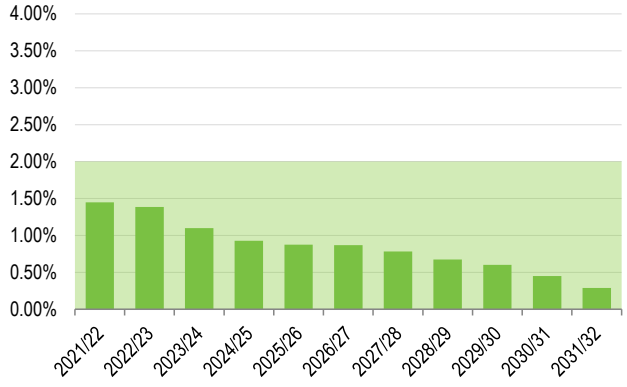
Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation.

Ratio performance is forecast to exceed benchmark over the life of the plan. Performance in excess of the ratio benchmark is driven by large-scale capital works projects that provide a renewal benefit to major assets while achieving long term strategic goals. These major items are in addition to underlying capital renewal programs that meet cyclical renewal requirements.

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS (continued)

Infrastructure and Service Management

Infrastructure Backlog Ratio



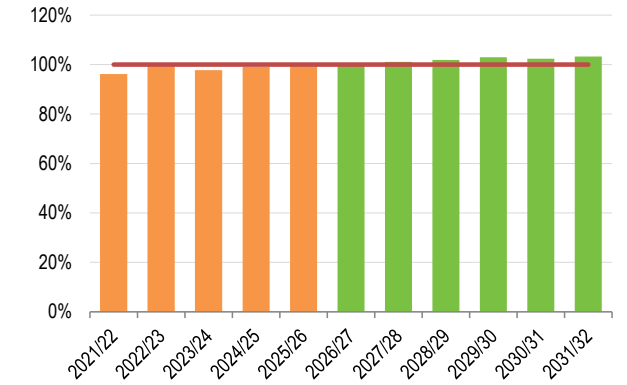
Estimated Costs to Bring Assets to a Satisfactory Standard

Written Down Value of Infrastructure (*incl* roads and drainage assets), **Building, Other Structures** and **Depreciable Land Improvements Assets**

The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a "satisfactory standard". The identified infrastructure backlog is subject to ongoing review, to ensure that backlog levels reported are reflective of those assets deemed to be at less than "satisfactory standard".

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise works.

Asset Maintenance Ratio



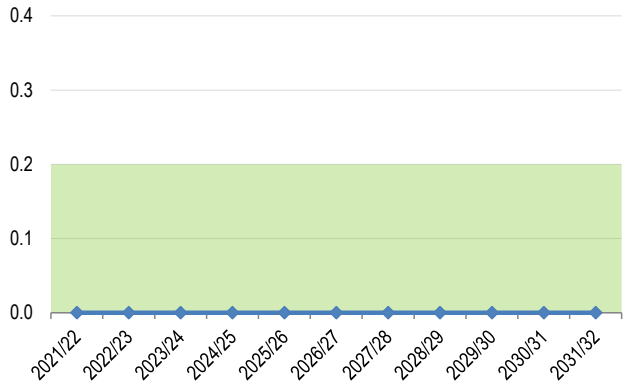
Actual Asset Maintenance

Required Asset Maintenance

In line with the City's Asset Management Plan, asset maintenance is forecast to remain at (or near to) benchmark over the life of the plan (i.e 98% or higher).

Whilst gross expenditure on asset maintenance will continue to grow over time, so to will the "required" level of annual maintenance, as the City's asset base continues to grow. Resourcing of asset maintenance and operating expenditure is considered in conjunction with capital renewal, as part of a holistic approach to asset management. Over the longer term, increases to asset maintenance expenditure will continue to be 'matched' to growth in the City's asset base.

Debt Service Ratio



Principal Repayments (from Statement of Cash Flows) *plus* **Borrowing Interest Costs** (from the income statement)

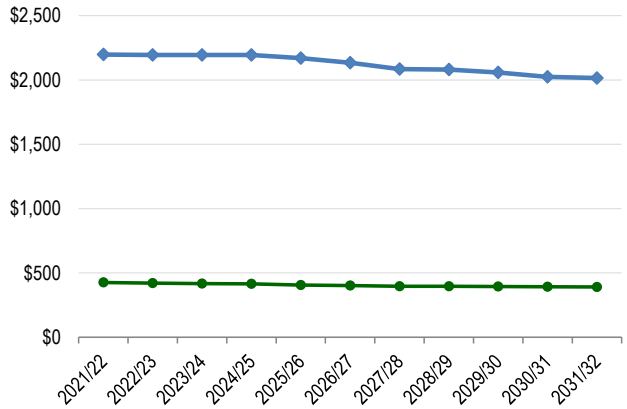
Operating Results before Interest and Depreciation (EBITDA)

Historically strong financial management has alleviated the need for the City to borrow funds, and the Long Term Financial Plan projects that this trend will continue over the next 10 years.

In addition to cash and investment reserves accumulated over a period of 15 years, the City has access to considerable capital income (in the form of developer contributions and interest on cash and investments) that will facilitate the delivery of new capital projects without the use of borrowings. Should funding circumstances change, the City will review the appropriateness of debt financing accordingly.

Efficiency

Real Operating Expenditure per capita



Real Operating Expenditure

Residential Population of Local Government Area

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery.

Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita. Service levels are reviewed as part of the Integrated Planning and Reporting process, and will reflect ratepayer priorities within tight budgetary controls.

Note that the green line reflects the inclusion of **all users** of the City, currently over 1.2M per day (in a business-as-usual environment)

City of Sydney

Income Statement - Alternative Scenario 1a (Impact of approval of ASV on a temporary basis only on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	393.7	403.7	418.8	**1,603.8**	429.6	440.6	452.0	463.7	475.7	488.3	**4,353.6**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.5	**28.8**	8.8	7.9	9.0	8.8	7.2	6.9	**77.2**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**768.3**	**778.4**	**779.1**	**3,053.3**	**785.0**	**809.2**	**847.3**	**863.4**	**869.4**	**892.2**	**8,119.8**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**77.1**	**101.2**	**90.8**	**79.3**	**348.4**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**	**812.7**

Impacts on Net Operating Result of Additional Special Rates Variation (ASV) approval on a temporary basis only

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1a that models the impact of the non approval of the permanent ASV application but instead an increase of 2.5% for 2022/23 only (ie removed in future years). The adjustments under this scenario affect rates income by $35.4M with annual rates income reduced by $3M to $4M over each of the final 9 years of the plan, as well as associated impacts to Interest and Investment income ($4.3M total reduction)..

City of Sydney

Operational Plan 2022/23

Cash Flow Forecast - Alternative Scenario 1a - Impact of approval of ASV on a temporary basis only on Cashflow

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.5	8.8	7.9	9.0	8.8	7.2	6.9
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**101.2**	**90.8**	**79.3**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**191.5**	**217.1**	**208.2**	**198.5**	**188.7**	**200.8**	**214.1**	**210.3**	**199.4**	**201.2**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(135.6)**	**28.7**	**89.1**	**(61.1)**	**(31.4)**	**(34.6)**	**(92.5)**	**(9.9)**	**(13.8)**
Total Cash at Beginning of Period	657.0	482.6	347.0	375.7	464.8	403.8	372.3	337.8	245.3	235.4
Cash Surplus/(Deficit)	(174.5)	(135.6)	28.7	89.1	(61.1)	(31.4)	(34.6)	(92.5)	(9.9)	(13.8)
Total Cash at End of Period	**482.5**	**347.0**	**375.7**	**464.8**	**403.8**	**372.3**	**337.8**	**245.3**	**235.4**	**221.6**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**384.0**	393.7	403.7	418.8	**1,600.3**	429.6	440.6	452.0	463.7	475.7	488.3	**4,350.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.4	**28.6**	8.7	7.8	8.9	8.7	7.1	6.8	**76.4**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**723.9**	**768.2**	**778.4**	**779.1**	**3,049.6**	**785.0**	**809.1**	**847.2**	**863.3**	**869.3**	**892.1**	**8,115.5**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**73.6**	**101.2**	**90.7**	**79.3**	**344.8**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**	**808.4**

Impact on Net Operating Result of an Additional Special Rates Variation (ASV) non-approval

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV increase plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1b that models the impact of the non approval of the ASV application. The adjustments under this scenario affect rates income by $38.9M with annual rates income reduced by $3M to $4M over each of the years of the plan, as well as associated impacts to Interest and Investment income ($5.1M total reduction).

City of Sydney

Operational Plan 2022/23

Cash Flow Forecast - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Cashflow)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	384.0	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**646.1**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**117.5**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.4	8.7	7.8	8.9	8.7	7.1	6.8
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**73.6**	**101.2**	**90.7**	**79.3**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**188.0**	**217.1**	**208.2**	**198.4**	**188.6**	**200.7**	**214.0**	**210.1**	**199.3**	**201.1**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(178.0)**	**(135.7)**	**28.6**	**89.1**	**(61.1)**	**(31.5)**	**(34.6)**	**(92.6)**	**(10.0)**	**(13.9)**
Total Cash at Beginning of Period	657.0	479.1	343.5	372.1	461.1	400.0	368.5	333.8	241.2	231.2
Cash Surplus/(Deficit)	(178.0)	(135.7)	28.6	89.1	(61.1)	(31.5)	(34.6)	(92.6)	(10.0)	(13.9)
Total Cash at End of Period	**479.0**	**343.5**	**372.1**	**461.1**	**400.0**	**368.5**	**333.8**	**241.2**	**231.2**	**217.3**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$'M	2022-23	2023-24	2024-25	2025-26	4 Year Total	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**120.0**	119.7	120.7	123.8	**484.2**	127.0	131.5	136.1	139.7	143.4	147.2	**1,309.1**
Interest Income	**7.4**	6.1	6.0	7.8	**27.4**	7.9	6.7	7.3	6.4	4.4	3.6	**63.6**
Other Income	**113.3**	125.6	132.9	137.1	**508.9**	131.2	135.8	150.1	156.2	150.8	155.5	**1,388.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**715.1**	**758.9**	**768.5**	**768.6**	**3,011.0**	**773.9**	**797.4**	**834.5**	**849.5**	**854.8**	**876.7**	**7,997.9**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**64.7**	**91.8**	**80.8**	**68.8**	**306.2**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**	**690.8**
Net Operating Result (excl Light Rail Contribution)	***64.7***	***91.8***	***80.8***	***68.8***	***306.2***	***57.1***	***66.6***	***77.1***	***70.8***	***57.1***	***56.0***	***690.8***

Impacts on base case Net Operating Result of prolonged negative effect on key revenue streams from the pandemic

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. A third scenario has been modelled and presented here modelling the impact of a prolonged COVID pandemic effect on key revenue streams.

The adjustments under this scenario include;

- Advertising income reduced by $37.8M
- Venue Hire income reduced by $42.8M
- Commercial Property income reduced by $63.1M
- Associated impacts on Interest and Investment income, reduced by $12.8M

City of Sydney

Operational Plan 2022/23

Cash Flow Forecast - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	249.8	260.2	268.8	276.5	274.2	283.7	303.0	313.1	311.8	320.7
Operating Income	**637.3**	**657.5**	**676.1**	**699.1**	**707.6**	**728.2**	**759.0**	**780.9**	**791.8**	**813.4**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**108.7**	**117.4**	**117.0**	**129.9**	**122.7**	**131.5**	**137.7**	**139.9**	**134.0**	**135.0**
Other Non Operating:										
Interest income	7.4	6.1	6.0	7.8	7.9	6.7	7.3	6.4	4.4	3.6
Light Rail Contribution to NSW Government	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus	**64.7**	**91.8**	**80.8**	**68.8**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**
Add Back :										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**179.2**	**207.7**	**198.3**	**187.9**	**177.6**	**189.0**	**201.4**	**196.4**	**184.8**	**185.7**
Capital Expenditure										
Capital Works - excluding Light Rail Contribution	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**16.2**	**(2.8)**	**7.5**	**(14.2)**	**(3.3)**	**(6.4)**	**(11.9)**	**(8.5)**	**(2.5)**	**(7.8)**
Cash Surplus / (Deficit)	**(184.5)**	**(144.9)**	**18.8**	**78.7**	**(72.1)**	**(43.1)**	**(47.2)**	**(106.2)**	**(24.4)**	**(29.2)**
Total Cash at Beginning of Period	657.1	472.6	327.7	346.5	425.1	353.0	309.9	262.8	156.6	132.1
Cash Surplus/ (Deficit)	(184.5)	(144.9)	18.8	78.7	(72.1)	(43.1)	(47.2)	(106.2)	(24.4)	(29.2)
Total Cash at End of Period	**472.6**	**327.7**	**346.5**	**425.1**	**353.0**	**309.9**	**262.8**	**156.6**	**132.1**	**102.9**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

Grants and support program

The future Grants and Sponsorship program will be exhibited after endorsement by council

Deleted: The City of Sydney's Grants and Sponsorship Program supports initiatives and projects that build the social, cultural, environmental and economic life of the city. The City seeks to optimise the use of public funds through effective and efficient grant processes, and clear grant program objectives linked to the organisation's strategic goals.¶
In response to the global pandemic the City responded with a new Covid grants program to help support our creatives, community sector and small businesses. In 2021/22, the City's Grant and Sponsorship program was aligned to the Community Recovery Plan to better address emerging community issues and to support economic, cultural and social recovery in our city.¶
In July 2021 in response to the ongoing lockdown, Council approved funding donations of $700,000 to provide food relief to vulnerable communities and $250,000 in new Community Emergency Quick Response Grants for not for profit entities to deliver community services addressing urgent community needs as they arise. These activities were funded from a transfer of $950,000 from the General Contingency funds ¶
In November 2021, Council approved funding donations of $250,000 to provide food relief to vulnerable communities and $100,000 in new Community Emergency Quick Response Grants for not for profit entities to deliver community services addressing urgent community needs as they arise. The funding for these grants has been made available through the reallocation of unspent funding from other programs.¶
In April 2022, Council adopted an addendum to the 2021/22 Operational Plan to develop a grant program for delivery of an additional $4 million to support business and creatives in the recovery of the city economy (including $300,000 for resources to do so and $700,000 estimated waving of fees as revenue forgone through this program).¶
The new Precinct Activation grant program will focus on funding projects that promote place-based activations, strengthen local precincts, seed micro-precincts, and regenerate the City's 24-hour economy.¶
Each application must have a lead applicant plus a minimum of 5 project collaborators located near each other. The lead applicant may be a for-profit organisation, not-for-profit organisation or sole trader that is:¶
– a creative producer and/or agency¶
– an event manager¶
– a precinct coordinator.¶
The funding for this grant has been made available through the reallocation of unspent funding from other programs. Therefore, no cash or value-in-kind increase is required for the gGrants pProgram bBudget.¶
City staff have commenced work on a comprehensive review of the Grants and Sponsorship Policy to align the policy ... [1]

Deleted: * Grants may be allocated over multiple financial years.¶
Grants programs names and proposed budgets¶
Cash¶
– Cultural and Creative Grants and Sponsorship – $1,300,000¶
– Festivals and Events Sponsorship – $4,397,486¶
– Business Support Grant – $780,000¶
– Commercial Creative and Business Events Sponsorship – $655,000¶
– Environmental Performance Grants – $850,000¶
– Community Services Grant – $1,145,107¶
– Affordable and Diverse Housing Fund – $3,000,000¶
– Matching Grant – $340,000¶
– Knowledge Exchange Sponsorship – $725,000¶
– Quick Response Grant – $20,000¶
– Out of policy grants and major homelessness support – $1,935,000¶
Precinct Activation grant program ¶
Value in kind (VIK)¶
– Accommodation Grant – $5,894,806¶
– Creative Spaces Grant – $114,400¶
– Short Term Empty Properties Grant – no budget required¶
– Venue Hire Support Grants and Sponsorship – $780,000¶
– Street Banner Sponsorship – $480,000¶
Note: while some programs are open to for profit organisations, the total funding provided to such entities will not exceed 5% of the City's forecast for ordinary rates this year….

8. Rating and revenue policy statement

The Independent Pricing and Regulatory Tribunal (IPART) determined in December 2021 that the City of Sydney could increase its general rate income by 1.4%, being a 0.7% base increase plus a further 0.7% to allow for population growth. The City has applied to IPART for a permanent special rate variation of 2.5% under section 508(2) of the *Local Government Act 1993*. Two rating options are now on display in the draft rating and revenue policy. Rating Structure 1 reflects a 2.5% rate increase pending approval from IPART. Rating Structure 2 reflects a 1.4% rate increase if the application to IPART is not approved.

Both proposed rating structures have one ordinary rate for all residential properties, one business sub-category rate for the CBD and a business ordinary rate, with minimum rates in each category to ensure that all ratepayers make a minimum contribution to the City.

Commented [CP24]: This wording cannot be finalised until IPART decision is available.

The City has determined the following residential and business categories and sub-category of rateable land for the 2022/23 year:

Residential:

Residential Rate – Ordinary

Business:

Business Rate – Ordinary

Business Rate – Central Business District (CBD)

The boundaries of the business sub-category are shown on the plan located within this document.

The City will continue to investigate rating models during 2022/23, and invite community feedback, to consider options to improve the fair and equitable distribution of the rates burden for all of our ratepayers.

In a high density local government area with population increases that are forecast to continue, and a requirement to respond to NSW Government housing targets, the City is looking closely at its rating path and the best way to equitably align its rating structure to service this growth. High volumes of apartment living puts additional demands on the City's services, facilities and infrastructure, however the relatively low additional income that arises from the minimum rates attributable to these additional apartments fails to provide appropriate financial support to offset the rising costs of servicing our growing community.

Commented [CP25]: Updated based on feedback from staff during exhibition period.

Deleted: and steady increases forecast to continue

Rating Structure 1

The proposed rating structure for 2022/23 set out in the following table reflects the City's intention to adopt a 2.5% general rate increase if its application to IPART for a special rate variation is approved:

Rating category	Minimum rate	Ad valorem rates (in the $)	Estimated yield $M
Residential rate – ordinary	$613.50	0.00119024	$85.2
Business rate – ordinary	$785.00	0.00381862	$67.1
Business rate – CBD	$785.00	0.00755000	$171.5

Rating Structure 2

This proposed rating structure for 2022/23 set out in the following table reflects the City's intention to adopt a 1.4% general rate increase if its application to IPART for a special rate variation of 2.5% is not approved:

Rating category	Minimum rate	Ad valorem rates (in the $)	Estimated yield $M
Residential rate – ordinary	$606.90	0.00117837	$84.3
Business rate – ordinary	$776.65	0.00377163	$66.4
Business rate – CBD	$776.65	0.00747100	$169.7

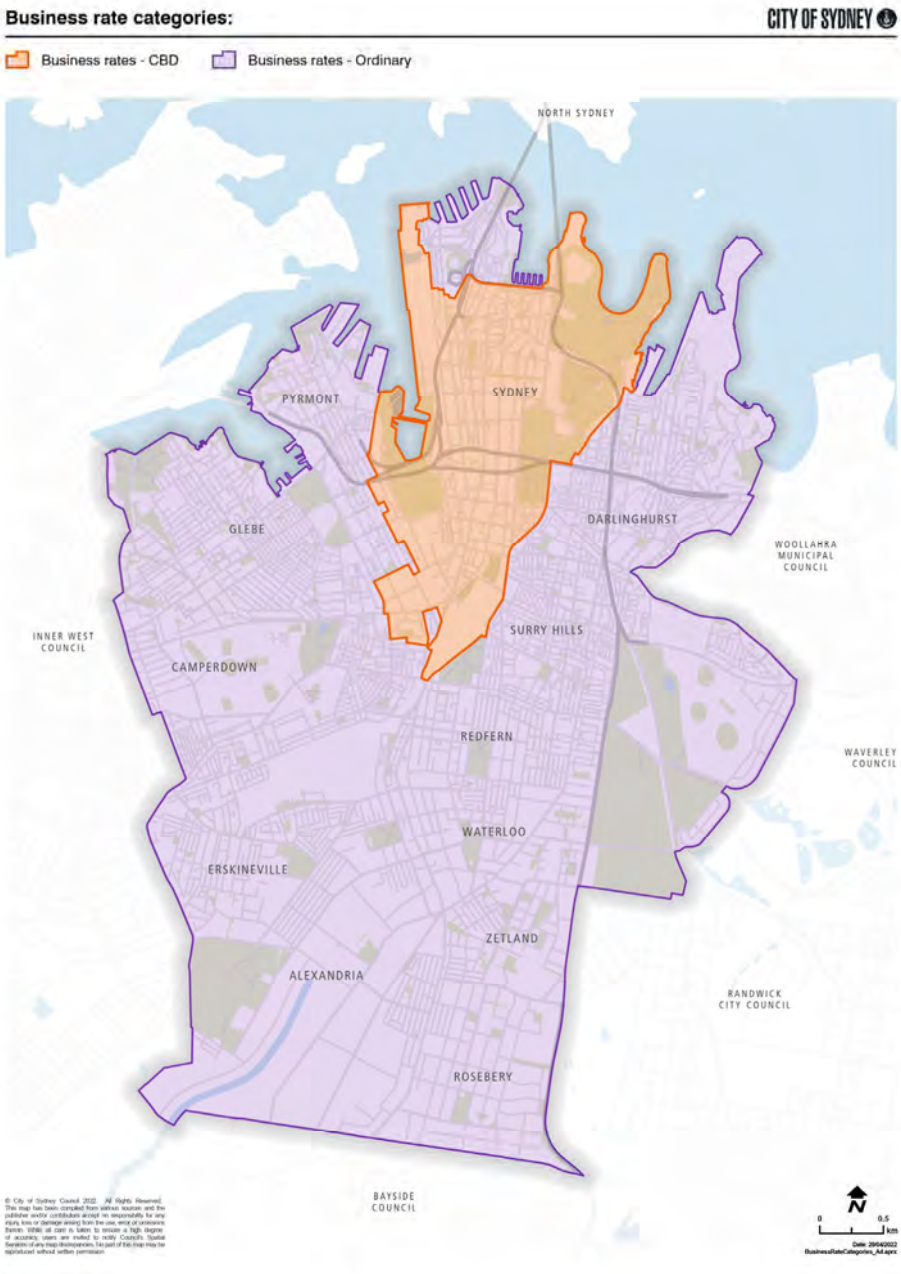
Pensioner rebates

The City of Sydney will continue to provide a 100% rebate for eligible pensioners in 2022/23, determined in accordance with section 575 of the *Local Government Act (1993)* (the Act). Requests for retrospective rebates may be approved for the current rating year and a maximum of one prior rating year only.

Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purpose in accordance with sections 514 – 529 of the Act and *Local Government (General) Regulation 2005* (the Regulations).

Deleted: Note: the above ad valorem rates and estimated yields may change due to new supplementary valuations received by Council, for the purpose of rating, prior to this operational plan being adopted.¶


Business rate categories:
CITY OF SYDNEY
Business rates - CBD
Business rates - Ordinary
NORTH SYDNEY
PYRMONT
SYDNEY
GLEBE
DARLINGHURST
WOOLLAHRA MUNICIPAL COUNCIL
INNER WEST COUNCIL
SURRY HILLS
CAMPERDOWN
REDFERN
WAVERLEY COUNCIL
WATERLOO
ERSKINEVILLE
ZETLAND
ALEXANDRIA
RANDWICK CITY COUNCIL
ROSEBERY
BAYSIDE COUNCIL
N
0
0.5
km

Residential and business categories

The Act only allows 4 available categories of rateable land, including farmland and mining, which are not applicable within the City of Sydney LGA. All rateable land in the City is categorised as either residential or business. As noted within section 518 of the Act, land that does not satisfy the criteria to be deemed residential, farmland or mining will be categorised and rated as business. The business category applies to land that is used for industrial and commercial operations, and can also include car spaces, storage lots, marina berths and mooring lots.

Council will use the plans approved under a development application or building application as a basis for determining the initial categorisation of a property, unless other more relevant information is available. The ratepayer will be advised through the issue of an annual or supplementary rate notice.

Mixed development

There are instances where a property is used for both residential and business purposes. If applications are submitted to and approved by Valuer General NSW, the City will be advised of the relevant apportionment of use between residential and business rate components to enable a mixed rate to be levied.

Change to category for rating purpose

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one or a number of parcels of land or because it believes that the current categorisation may be incorrect. Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for a change in categorisation of land for rating purposes must be made on the approved form that can be found on the City's website.

The ratepayer will be formally advised in writing of the outcome and where applicable, will receive an annual or supplementary rate notice.

Ratepayers with a property that is used for both a business and residential purpose should also make an application for a change in categorisation of land for rating purposes on the approved form if they wish to change from one category to mixed use rating.

Decisions on requests for refunds will be made having regard to the *Recovery of Impost Act 1963*.

Refund of overpayments

Refunds may be made on request for payments made toward the next rating year. Refunds are subject to the refund fee. Payments made in advance for instalments due within the current rating year will not be refunded.

Aggregation of land parcels (lots) for the purposes of ordinary rates – rating of car spaces and storage lots

Where a lot for a strata unit includes part lots for car and/or storage lots, only one rateable valuation exists and therefore only one rate is calculated on the total value of the unit, car and storage lots.

Where car and/or storage lots are separately titled, they attract their own unit entitlement and rateable value separate from the strata unit. In this circumstance, Council may allow the rateable values to be aggregated, and a single rate to be levied on the combined rateable value, in accordance with section 548A of the Act, subject to the limitations below.

Council will aggregate only where:

1. the lots are used in conjunction with the unit, by the occupier of the unit;
2. the ownership of each lot noted on the certificate of title is exactly the same for each;
3. all lots are within the same strata plan, or strata scheme, or the strata plan notes that the lots are used in conjunction; and
4. the lots are not leased out separately

Residential – Council will only aggregate a maximum of 3 car spaces and all storage lots, to a residential strata unit.

Business – Council will only aggregate a maximum of 1 car space and one storage lot, to a business rated strata unit.

Council will not permit aggregation of marina berths and mooring lots.

Aggregation of car and storage lots will continue until the use, or ownership changes. Upon change of ownership, aggregation of a unit with car and storage lots purchased in the same dealing will occur automatically following receipt of the Notice of Sale (subject to meeting criteria mentioned above). The levying of rates on the combined rateable value will commence from the start of the next quarter following the settlement date.

Applications for aggregation must be made using the form found on the City's website. Approved aggregations will come into effect from the start of the next quarter following receipt of the application.

Debt recovery and financial hardship

The Act and related regulations require Council to assist in effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

When is a debt recoverable and what actions may be taken to recover the debt?

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received.

Where an instalment is overdue, Council may commence recovery action, either directly or via its debt recovery agent.

Council's recovery action options will generally include a reminder, through verbal or written correspondence. If payment is still not received, then a final demand will be issued. Council may commence legal recovery action to recover the overdue rates and charges in accordance with section 695 of the Act, and any costs incurred in this regard will be recoverable from the ratepayer.

Deleted: Local Government

Payment arrangements

To assist in recovery of the overdue amount, the Council and a ratepayer may at any time agree a payment arrangement whereby regular scheduled payments pay off the debt, in accordance with section 564 of the Act. The arrangement must be formally approved by the City or its debt recovery agent.

Payment arrangements must include any legal or interest charges that will or already have occurred due to the rates being overdue.

Council will generally seek an arrangement to have the overdue debt paid within 90 days from the original due date (being the instalment due date).

If the payments are not made in accordance with the agreed payment arrangement, Council may commence recovery action at any time after the payment due date.

Interest on overdue rates

Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the Act. The City will adopt the maximum interest rate permitted by the Minister for Local Government for the 2022/23 financial year.

Ratepayers in genuine financial hardship

While ratepayers are required to pay their annual rate and charges to support local government operations, Council is mindful of the need to support ratepayers who suffer genuine financial hardship.

The City of Sydney's 100% pensioner rebate policy covers many in need of support; however there will still be ratepayers whose financial circumstances for a specific period of time render them unable to meet their obligations as they fall due.

To address these situations, ratepayers are able to apply for consideration of extended payment terms. Options for eligible ratepayers may include:

a. a short term deferment for paying their current rates and charges; or

b. longer term arrangement plans for arrears owed, with current instalments being paid as they become due.

Provided that an approved hardship repayment plan is maintained, the City can consider reducing or waiving interest on overdue rates in accordance with sections 564 and 567 of the Act.

Deleted: Local Government

Financial hardship as a result of valuation changes

Section 601 of the Act specifically caters for ratepayers who may suffer financial hardship arising from an increased rate levy due to changes in the valuation of their property.

Ratepayers in this position should contact the City to discuss their circumstances. Evaluation of any such application will be considered in light of the valuation change and subsequent rate increase.

Stormwater management services charge

The Office of Local Government released guidelines in July 2006 that provide assistance to councils raising additional funding through the Stormwater Management Services Charge to support them in improving the management of urban stormwater in NSW. This follows the gazettal of the *Local Government Amendment (Stormwater) Act 2005*.

The City introduced a stormwater management services charge in 2008 and proposes to continue this charge. The legislation enables the City to raise charges to improve its stormwater networks. The charges remain at $25 per residential property, $12.50 per residential strata unit, and a pro rata rate of $25 for every 350m2 or part thereof for business properties.

The funds raised from this charge are quarantined to improve the quality and quantity management of the City's stormwater network, over and above the existing works that are currently undertaken. The City plans to expend significant sums towards these important infrastructure improvements in the coming 10 years, and this contribution has assisted with the preliminary planning of network enhancements, and in the future will contribute to the delivery of works identified with the Stormwater Management Plan.

Residential

Non strata land parcels	$25.00 per parcel
Strata unit	$12.50 per unit
Company title	$12.50 per unit

Business

Non strata land parcels	$25.00 per 350m2 or part thereof
Strata unit	Pro-rata of above, but a minimum of $5

The income of the proposed stormwater management services charge is approximately $2 million.

Domestic waste management annual availability charge

The *Local Government Act 1993* requires Council to recover the full cost of providing the domestic waste management service.

This is achieved through the annual domestic waste management charge for each parcel of rateable land for which the service is available (refer section 496 of the Act). This mostly applies to land categorised "residential" but includes some land categorised business where the property contains a residential component and some non-rateable land with a residential component where a domestic waste service is requested. In accordance with section 518A of the Act, every dwelling in a strata lot or company titled unit is to be taken as a separate parcel and levied a separate domestic waste management annual availability charge (DWMAAC).

The form of a charge may be expressed as the number of individual units or dwellings forming part of that assessment (refer section 540 of the Act). For example, a block of units with 10 residential premises (flats, bedsits etc.) may be owned by 1 ratepayer subject to a single rates assessment but the DWMAAC charge would be for 10 dwellings, that is 10 DWMAAC's.

Council retains the right to determine the most suitable means of providing the service particularly in terms of the bin size and type (carry bin, mobile garbage bin or bulk bin) and frequency of collection (daily, weekly or multi) to suit particular properties and localities mindful of efficiencies and practicalities.

Compacted bins will be recognised as having twice the volume capacity of the bin when calculating shared service charges. Single dwellings that share a waste service will attract a shared service charge.

Individual requests for amendments to annual domestic waste charges can only apply from the current financial year.

The domestic waste management service charge covers residual waste collection as well as recycling, garden organics, bulky waste pickups, various drop off days and waste education. The service availability charges are described by the residual waste available to the land as follows:

Commented [CP26]: This section updated based on feedback from staff during exhibition period

Deleted: (DWMAAC)

Deleted: an

Deleted: availability

Deleted: entitled to receive

Deleted: [s

Deleted:]

Deleted: [S518A]

Deleted: Similarly, t

Deleted: [s

Deleted:]

Single Service Charges

Description	Charge per residual waste bin	Estimated yield
Minimum domestic waste charge (bins smaller than 120L)	$323	$787,651
Domestic waste charge (120L bin)	$491	$9,216,771
Domestic waste charge (240L bin)	$987	$1,051,934

Multiple Dwelling Shared Service Charges

Description	Charge per dwelling	Estimated yield
Minimum domestic waste charge (<81L garbage waste per dwelling per week) 1 x weekly collection	$323	$1,992,917
Small domestic waste charge (<81L garbage waste per dwelling per week) 2 x weekly collections	$372	$5,229,279
Small domestic waste charge (<81L garbage waste per dwelling per week) 3 x weekly collections	$411	$774,392
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week) 1 x weekly collection	$491	$1,604,203
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 2 x weekly collections	$532	$18,170,528
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 3 x weekly collections	$586	$6,850,172
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week) 1 x weekly collection	$770	$118,682
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 2 x weekly collections	$814	$5,526,695
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 3 x weekly collections	$879	$3,967,864
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 1 x weekly collection	$987	$46,150
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 2 x weekly collections	$1,031	$2,269,432

Description	Charge per dwelling	Estimated yield
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 3 x weekly collections	$1,075	$1,911,216
Domestic waste charge, 7 day service area	$524	$4,966,390

Total estimated domestic waste yield $64.5 million.

9. Fees and charges

Fees and charges – revenue policy

Council will charge a range of fees in 2022/23, as detailed within the Schedule of Fees and Charges section of this plan.

Deleted: attached

The legislative basis for these fees may be found in Section 608 of the *Local Government Act 1993*, which provides that council may charge and recover an approved fee for any service it provides, including the following:

– supplying a service, product or commodity
– giving information
– providing a service in connection with the exercise of Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate; and
– allowing admission to any building or enclosure.

Under the principle of "user pays", fees are introduced to offset the cost of service provision, or in the case of commercial activities, to realise a reasonable rate of return on assets employed by Council, in order to support the provision of services and to alleviate the burden that would otherwise be unfairly placed upon ratepayers.

Council has given due consideration to the following factors in determining the appropriate price for each fee:

– the cost of providing the service
– whether the goods or service are supplied under a commercial basis
– the importance of the service to the community
– the capacity of the user to pay
– the impact of the activity on public amenity
– competitive market prices; and
– prices dictated by legislation.

Council discloses its pricing policy by showing a pricing code against each individual fee within the Schedule of Fees and Charges, as:

Deleted: attached

Market – council provides a good or service in a competitive environment

Full cost – council intends to fully recover the direct and indirect cost of provision, plus any community cost

Partial cost – council intends to partially recover the costs of provision

Legislative – prices are dictated by legislation

Zero – council absorbs the full cost of delivery

Security deposit – refundable deposit against possible damage to council property.

All fees are quoted in "GST Inclusive" terms, as this is the relevant price to the customer. However it should be recognised that, within the Schedule of Fees and Charges, there are many fees that do not attract GST. These fees have either been specifically exempted by the GST legislation or have been included within the Division 81 determination as the Australian government has deemed that the customer does not actually receive a taxable supply in consideration for the fee. The latter excludes many fees for regulatory services that are not provided within a competitive environment, and other forms of information that are provided on a non-commercial basis.

In accordance with the Office of Local Government's guidelines on competitive neutrality, council has identified its Category 1 business (those with a turnover exceeding $2 million) as parking stations. This business sets prices in line with market conditions and its results are disclosed, including tax equivalent payments and return on capital, in council's Annual Report.

Waiving, discounting or reducing fees

Section 610E of the *Local Government Act 1993* allows council to waive payment of or reduce a fee in a particular case, if it is satisfied that the case falls within a category of hardship or any other category that council has determined it may consider in waiving payment, or reducing a fee.

Council has determined the following categories:

Hardship – where there is evidence that the payment of the fee or charge will impose unreasonable financial hardship on the applicant(s), given their particular circumstances

Charity – where the applicant is a registered charity and the fee is for a service that will enable the provision of charitable services to the City of Sydney community

Not for profit – where the following conditions all apply:

– the applicant is an organisation that holds "not for profit" status; and

– the fee is for a service that will enable the achievement of the applicant's objectives and betterment for the City of Sydney community; and

– the payment of standard fees or charges would cause financial hardship for the applicant.

Commercial – where Council, or its contractor, operates a service and reduction of the fee is required to compete in the market

Non-provision of service – where Council is unable to provide a service or venue that has been previously agreed upon and an appropriate discount, fee waiver, refund or substitution is required as compensation

Filming related activities – when a production is completed within the local government area, if undertaken by an educational institution for a non-commercial purpose, or by a registered charity or not-for-profit organisation and where the primary purpose is for improvement/benefit to the City of Sydney community, or where the production's primary purpose is to highlight the City as a tourist destination

Aquatic, leisure and recreation centre special events – where Council, or its contractor, operates an aquatic, leisure or recreation centre and a reduction of fees is offered for community events, open days or other special or promotional events

Covid-19 recovery – in response to the Covid-19 pandemic as it evolves, where it is considered appropriate to facilitate recovery or revitalisation activities related to the Covid-19 pandemic

World Pride 2023 associated events – where an event or function is officially associated with World Pride 2023 and upon demonstration of community benefit

Grants and sponsorships – where fee waiver or reduction form part of the financial assistance under an approved grant or sponsorship made under the Grants and Sponsorship Policy and in accordance with the terms of any agreement executed in accordance with that policy.

The following principles will be considered when applying any reduction or waiver of a fee or charge:

– compliance with statutory requirements
– fairness and consistency
– integrity
– equity and transparency
– commercial imperatives.

Some fees or services are prescribed by legislation or are regulatory in nature and a fee waiver or reduction is not available in connection with those fees

Council will directly, or through delegated authority, assess and make determinations on requests for reduction or waiver of fees in accordance with these principles.

Council resolved to waive the rental fee for footways for 2022/23, which are shown as a zero fee in the schedule of fees and charges attached to the Revenue Policy. The City anticipates reintroducing these fees in future years. Had these fees not been waived, the fees that would have applied are summarised in the tables below.

Rental and other fees for use of footway areas (outdoor dining)

Description	Pricing code	Unit of measure	$ fee	GST
Zone 1 – Circular Quay, City Centre	market	per m2/annum	700.00	0%
Zone 1A – Darlinghurst; Woolloomooloo; South Sydney (East)	market	per m2/annum	340.00	0%
Zone 2 – Pyrmont; Ultimo; Chippendale; King Street, Newtown; and Glebe Point Road	Market	per m2/annum	250.00	0%
Zone 3 – South Sydney (South)	market	per m2/annum	200.00	0%
Zone 4 – Glebe; Forest Lodge	market	per m2/annum	150.00	0%
Zone 5 – Regent Street and Redfern Street, Redfern	market	per m2/annum	180.00	0%
Zone 6 – Darlinghurst Road and William Street	market	per m2/annum	260.00	0%
Zone 6A – Oxford Street	market	per m2/annum	255.00	0%
Zone 7 – Various CBD laneways	market	per m2/annum	150.00	0%
Administration fee	partial cost	per application	335.00	0%

Description	Pricing code	Unit of measure	$ fee	GST
Security deposit – $500 or 3 months licence fee, whichever is the greater	security deposit	Per licence	fee	0%
Extension of an existing approved footway usage area, for a trial period (up to 12 months) by resolution of Council – Planning assessment, notification, footway usage rental (for extended area only) and administration fees	Zero	per application	0.00	0%

Planning Assessments – application and other fees for footway usage (outdoor dining)

Description	Pricing code	Unit of measure	$ fee	GST
Assessment for footway usage – fee	partial cost	per application	265.00	0%
Notification for footway usage – fee	partial cost	per application	100.00	0%
Extension of an existing approved Footway usage area, for a trial period (up to 12 months) by resolution of Council – Planning assessment, notification, footway usage rental (for extended area only) and administration fees	Zero	per application	0.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
ADDITIONAL CHARGES AT COMMUNITY FACILITIES	
ADDITIONAL CHARGES	70
AFTER SCHOOL CARE / VACATION CARE	
AFTER SCHOOL / VACATION CARE LATE FEES	103
KING GEORGE V (The Rocks) CHILDREN'S PROGRAM	103
PYRMONT CHILDREN'S PROGRAM	103
ULTIMO CHILDREN'S PROGRAM	103
WOOLLOOMOOLOO CHILDREN'S PROGRAM	103
BANNER POLES	
BANNER POLE ADVERTISING	107
BUILDING	
ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 68 of the LGA Act 1993	17
ADVERTISING/NOTIFICATION FEES FOR COMPLYING DEVELOPMENT APPLICATIONS	15
AMENDMENT TO CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979	15
AMENDMENTS TO APPROVALS ISSUED - under section 68 of the LGA Act 1993	18
BUILDING CERTIFICATES - EP&A ACT 1979	13
COMPLIANCE COSTS - MONITORING OF ORDER AND COMPLIANCE	19
CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE UNDER EP&A ACT 1979	14
FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979	16
OTHER CERTIFICATES	19
RECORD SEARCH AND INFORMATION REQUESTS	19
REGISTRATION OF PRIVATELY CERTIFIED CONSTRUCTION / COMPLYING DEVELOPMENT / OCCUPATION / SUBDIVISION CERTIFICATES	17
CAR SHARING PROGRAM	
CAR SHARE PARKING	46
CHILD CARE CENTRES / KINDERGARTENS	
ALEXANDRIA CHILD CARE CENTRE	102
BROUGHTON STREET KINDERGARTEN	102
CHILD CARE / CHILDREN'S PROGRAM MISCELLANEOUS SERVICES	102
CHILD CARE / KINDERGARTEN LATE FEES	102
HILDA BOOLER KINDERGARTEN	102
REDFERN OCCASIONAL CARE CENTRE	102
CITY LEISURE FACILITIES	
ALEXANDRIA PARK TENNIS COURTS	77
BEACONSFIELD PARK TENNIS COURTS	78
CYCLING	78
INDOOR AQUATIC FACILITIES	71
Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre	
OUTDOOR AQUATIC FACILITIES	75
Andrew (Boy) Charlton, Prince Alfred Park and Victoria Park Pools	
PERRY PARK RECREATION CENTRE	79
PRINCE ALFRED PARK TENNIS COURTS	77
RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK	77
ST JAMES PARK TENNIS COURTS	78
TURRUWUL PARK TENNIS COURTS	78

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
CIVIC SPACES / SPORTS FIELDS / PARKS	
ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES	90
CITY FARM	92
CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES	81
ICONIC PARKS - HIRE CHARGES	83
LEVEL A SPORTING FIELDS	85
LEVEL B SPORTING FIELDS	85
NEIGHBOURHOOD PARKS - HIRE CHARGES	84
POCKET PARKS - HIRE CHARGES	84
SPORTING FIELDS - ADDITIONAL CHARGES (All user categories and event types)	89
SYNTHETIC SPORTING FIELDS	86
CLEANSING & WASTE	
CLEANSING & WASTE - PLANT AND LABOUR	52
DOMESTIC WASTE CHARGES	53
RESOURCE RECOVERY - DOMESTIC WASTE SERVICE	54
STORMWATER MANAGEMENT SERVICE CHARGE	53
COMMUNITY CENTRES	
SURRY HILLS LIBRARY & COMMUNITY CENTRE	64
COMMUNITY HALL HIRE	
ADDITIONAL CHARGES	60
DISCOUNTED HIRE RATES	58
STANDARD HIRE RATES	58
ABRAHAM MOTT CENTRE	59
ABRAHAM MOTT HALL	58
ALEXANDRIA TOWN HALL	58
BENLEDI COMMUNITY ROOM	59
BOOLER CENTRE	59
BROWN ST, NEWTOWN	59
CLIFF NOBLE CENTRE	59
DARLINGHURST COMMUNITY SPACE	60
EAST SYDNEY COMMUNITY ARTS CENTRE	60
ERSKINEVILLE TOWN HALL	58
GLEBE TOWN HALL	58
HAROLD PARK TRAMSHED COMMUNITY SPACE	60
HARRY JENSEN CENTRE	59
JOSEPH SARGEANT CENTRE	59
MARY MCDONALD CENTRE	59
PETER FORSYTHE AUDITORIUM	59
REDFERN OVAL COMMUNITY ROOM	59
REDFERN TOWN HALL	58
119 REDFERN ST REDFERN	60
REG MURPHY CENTRE	59
ROBYN KEMMIS RESERVE COMMUNITY SPACE	60
RON WILLIAMS CENTRE	59
ST HELENS CENTRE	59
SYDNEY PARK CYCLING CENTRE	60
SYDNEY PARK PAVILION (ALAN DAVIDSON FACILITY)	59
THE REX CENTRE	59
TOTE BUILDING COMMUNITY SPACE	59
WATERLOO TOWN HALL	58

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
COMMUNITY PROGRAMS & SERVICES	
CITY SPACES PROGRAMS AND ACTIVITIES	106
COMMUNITY BUS SCHEME	105
COMMUNITY SERVICES	
ACTIVITY / COMMUNITY CENTRE MEALS	104
MEALS ON WHEELS SERVICE	104
CONSTRUCTION REGULATION	
BARRICADES	26
CRANE OPERATIONS	26
HOARDINGS AND HOISTING	25
HOISTING	25
OTHER PERFORMANCE BONDS	27
TEMPORARY FOOTPATH CROSSINGS	27
TEMPORARY WORKS	27
WASTE CONTAINERS ON THE PUBLIC WAY - section 68 of the LGA Act 1993	27
WORKS ZONES	28
CREATIVE PROGRAMS	
IDEAS LAB, DARLING SQUARE LIBRARY	97
PINE STREET CREATIVE ARTS CENTRE	95
DONATION OF TREES AND PARKS ASSETS	
DONATION OF TREES AND PARKS ASSETS	94
DRIVEWAY, ROADWAY, FOOTWAY AND KERB AND GUTTER CHARGES WHERE WORKS ARE PERFORMED BY THE APPLICANT OR THEIR CONTRACTOR	
DRIVEWAY FEES	38
ROADWAY, FOOTWAY, KERB & GUTTER FEES	38
EVENTS	
EVENT PARTICIPATION	109
EVENT TICKETING	109
HIRE OF EVENT ASSETS	109
SALE OF EVENT ITEMS (INCLUDING BANNERS)	109
FILMING	
FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES	55
FILMING AT COMMUNITY FACILITIES	
COMMERCIAL FILMING/PHOTOSHOOTS	70
FINANCE	
FINANCE CHARGES	111
INTEREST ON OVERDUE DEBTS	111
RATES & VALUATION CERTIFICATES	111
SECURITIES	111
HISTORY PUBLICATIONS	
SALE OF PUBLICATIONS	101

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
INFORMATION MANAGEMENT	
CITY RECORDS - FORMAL GIPAA APPLICATIONS	110
CITY RECORDS - INFORMAL GIPAA REQUESTS	110
SUBPOENA PROCESSING	110
LEGAL	
DOCUMENT PREPARATION	110
LIBRARY HIRE	
HIRE OF LIBRARY AS A VENUE	61
HIRE OF LIBRARY MEETING/TRAINING/IT ROOMS	61
LIBRARY SERVICES	
LIBRARY MEMBERSHIP	98
LIBRARY PROGRAMS	100
LIBRARY SERVICES	99
MISCELLANEOUS SERVICES	101
MISCELLANEOUS INFRASTRUCTURE CHARGES	
MISCELLANEOUS INFRASTRUCTURE CHARGES	44
PARKING STATIONS	
GOULBURN ST PARKING STATION	49
KINGS CROSS PARKING STATION	50
PLANNING AGREEMENTS	
VOLUNTARY PLANNING AGREEMENTS	10
PLANNING ASSESSMENTS	
ADVERTISING/NOTIFICATION FEES FOR DEVELOPMENT APPLICATIONS & RE-NOTIFICATION OF AMENDED DEVELOPMENT APPLICATIONS	6
AMENDED PLANS - MODIFICATION TO APPLICATION PRIOR TO DETERMINATION	6
APPLICATION FOR FOOTWAY USAGE (OUTDOOR DINING)	8
ASSESSMENT FEES FOR APPLICATIONS FOR WORKS UNDER SECTION 60 OF THE NSW HERITAGE ACT 1977	9
CERTIFICATES UNDER SECTION 88G OF THE CONVEYANCING ACT 1919	7
DEVELOPMENT APPLICATION 3D CAD MODELLING FEES	8
DEVELOPMENT APPLICATION EXEMPTION	6
DEVELOPMENT APPLICATION REGISTER - under the EP&A Act 1979 (section 4.58)	7
DEVELOPMENT APPLICATIONS	1
DEVELOPMENT APPLICATIONS - EXCEPTIONS	2
DEVELOPMENT LEVIES	7
DEVELOPMENT PLANS & STAGED DEVELOPMENT APPLICATIONS	5
DEVELOPMENT-RELATED CONSULTATION	8
EXTENSION OF EXPIRING CONSENTS - under the EP&A Act 1979 (section 4.54)	5
INTEGRATED DEVELOPMENT OR DEVELOPMENT REQUIRING CONCURRENCE UNDER THE EP&A ACT 1979	6
LAND SUBDIVISION CERTIFICATE (EP&A Act)	7
MODIFICATION OF DA - EP&A Act 1979 - section 4.55(1), section 4.55(1A), section 4.56(1)	4
MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56(1)	4
REQUEST FOR REVIEW OF DETERMINATION - under Division 8.2 of the EP&A Act 1979	3
STRATA TITLE SUBDIVISION (Strata Schemes Acts)	7

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
PLANNING SUPPORT	
CERTIFICATE FEES	10
DEVELOPMENT APPLICATIONS & CONSTRUCTION CERTIFICATES REGISTERS	10
PROPERTIES, ROADS AND FOOTWAYS	
COMMERCIAL FILMING IN OR ON COUNCIL BUILDINGS	31
DISTRIBUTION OR DISPLAY OF ADVERTISING MATTER, OTHER MATERIALS AND ASSOCIATED STRUCTURES IN A PUBLIC PLACE	31
FILLER BOX / FILLER LINES	31
FOOTWAY USAGE APPROVALS (including outdoor eateries)	29
LICENCE FOR AIRSPACE ABOVE FOOTPATHS - (Verandahs and Balconies)	29
OWNERS CONSENT FOR DEVELOPMENT APPLICATION (DA) - ON COUNCIL OWNED LAND	31
ROAD CLOSURE AND SALE	29
ROAD LEASING AND STRATUM LEASING FEES - under sections.153, 149 and 139 of the Roads Act 1993	30
SERVICE PIPELINES, CONDUITS AND CABLES LICENCE FEE (Use of Public Way)	31
STREET VENDING CONSENT - under section 139 of the Roads Act 1993	30
PUBLIC DOMAIN CHARGES	
DETERMINATION OF PUBLIC DOMAIN PLANS	36
DETERMINATION OF PUBLIC DOMAIN LEVELS AND GRADIENTS	36
DEVELOPMENT SITES / S138 ROADS ACT APPROVALS	34
SECTION 138/139 ROADS ACT 1993 - INSTALLATION OF TEMPORARY GROUND ANCHORS IN THE ROAD RESERVE	37
STORMWATER DRAINAGE CONNECTIONS	37
RECREATION / COMMUNITY CENTRES	
JUANITA NIELSEN CENTRE (WOOLLOOMOOLOO)	67
KING GEORGE V RECREATION CENTRE	68
PYRMONT COMMUNITY CENTRE	66
REDFERN COMMUNITY CENTRE	64
ULTIMO COMMUNITY CENTRE	65
REGULATORY	
BACKPACKER VEHICLES	24
BUSKING APPROVALS	22
CAT TRAP HIRE	24
COMPANION ANIMALS	23
ESSENTIAL SERVICES	22
HEALTH APPROVALS	21
HEALTH ENFORCEMENT	22
IMPOUNDED ANIMALS	24
IMPOUNDED ITEMS	24
IMPOUNDED VEHICLES	24
INSPECTION FEES	20
PREMISES NUMBERS	24
PUBLIC HEALTH ACT NOTIFICATIONS	21
REPLACEMENT PERMITS	22
STREET TREE PLANTING FOR DEVELOPMENT	24
SUPPLY OF INFORMATION	22
TREE INSPECTIONS	24

SCHEDULE OF FEES and CHARGES 2022/23

Alphabetical Index

Description	Page
RESIDENT PARKING	
RESIDENT PARKING PERMITS	46
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL	
DECORATIVE PAVING	43
FOOTWAY	41
KERB & GUTTER	42
ROADWAY	39
ROAD OPENING PERMITS	
ROAD OPENING PERMITS	38
ROADS MANAGEMENT	
ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 116(2) of the Roads Act 1993	33
MISCELLANEOUS	33
OVERSIZE AND OVER MASS VEHICLE ACCESS	33
TEMPORARY ROAD CLOSURE FOR STREET EVENTS	33
TEMPORARY ROAD CLOSURES FOR CONSTRUCTION WORKS AND MOBILE CRANES	32
USER PAYS SIGNPOSTING (excluding Works Zones)	32
STRATEGIC PLANNING	
HERITAGE FLOOR SPACE	11
PLANNING CONTROLS	11
POLICY DOCUMENTS	11
PUBLICATIONS AND INFORMATION	11
REQUEST TO PREPARE A PLANNING PROPOSAL	11
SUSTAINABILITY	
BUILDING UPGRADE FINANCE	112
GREEN VILLAGES	112
TICKET PARKING	
TICKET PARKING CHARGES	51
URBAN ANALYTICS	
ECONOMIC DEVELOPMENT	12
VENUE HIRE	
MARKETS	57
PUBLIC LIABILITY INSURANCE (ALL VENUES)	57

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
DEVELOPMENT APPLICATIONS				
Scale Fee - based on Estimated Cost of Work (Item 2.1)				
Up to $5,000				
Fee	Legislative	per application	129.00	0%
$5,001 - $50,000				
Fee	Legislative	per application	198.00	0%
Additional Charge	Legislative	per $1K	3.00	0%
$50,001 - $250,000				
Fee	Legislative	per application	380.00	0%
PlanFirst Fee	Legislative	per application	32.00	0%
Additional charge over $50,000	Legislative	per $1K	3.00	0%
Additional Charge over $50,000 - PlanFirst	Legislative	per $1K	0.64	0%
$250,001 - $500,000				
Fee	Legislative	per application	1196.00	0%
PlanFirst Fee	Legislative	per application	160.00	0%
Additional Charge over $250,000	Legislative	per $1K	1.70	0%
Additional Charge over $250,000 - PlanFirst	Legislative	per $1K	0.64	0%
$500,001 - $1,000,000				
Fee	Legislative	per application	1721.00	0%
PlanFirst Fee	Legislative	per application	320.00	0%
Additional Charge over $500,000	Legislative	per $1K	1.00	0%
Additional Charge over $500,000 - PlanFirst	Legislative	per $1K	0.64	0%
$1,000,001 - $10,000,000				
Fee	Legislative	per application	2418.00	0%
PlanFirst Fee	Legislative	per application	640.00	0%
Additional Charge over $1M	Legislative	per $1K	0.80	0%
Additional Charge over $1M - PlanFirst	Legislative	per $1K	0.64	0%
More than $10,000,000				
Fee	Legislative	per application	12165.00	0%
PlanFirst Fee	Legislative	per application	6400.00	0%
Additional Charge over $10M	Legislative	per $1K	0.55	0%
Additional Charge over $10M - PlanFirst	Legislative	per $1K	0.64	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
DEVELOPMENT APPLICATIONS - EXCEPTIONS				
(a) Application that involves works to a dwelling-house with an estimated cost of construction of $100,000 or less (Item 2.3)				
Note: Fee must not exceed DA Scale Fee				
Fee				
Fee	Legislative	per application	532.00	0%
Plan First Fee				
Applications Under $50,000	Legislative	per $1K	0.00	0%
Applications Over $50,000	Legislative	per $1K	0.64	0%
(b) Application exclusively for sustainable installations less than $2M (e.g.: rainwater tanks, solar panels, greywater treatment systems)				
Fee - currently waived by the City	Zero	per application	0.00	0%
Plan First Fee - based on cost of works, as per regular scale of DA fees above	Partial Cost	Fee	Fee	0%
(c) Development for the purpose of one or more advertisements (Item 2.2)				
Use the greater of the DA Scale Fee or the fee below:				
Fee	Legislative	per application	333.00	0%
Additional fee in excess of one advertisement	Legislative	per advertisement	93.00	0%
(d) Change of Use - no building work (Item 2.7)				
Fee	Legislative	per application	333.00	0%
(e) Designated Development (Item 3.3)				
(Same as DA scale fee above, plus additional fee)				
Additional Fee	Legislative	per application	1076.00	0%
(f) Site Specific DCP's				
Base Application Fee	Partial Cost	per application	13040.00	0%
Review	Partial Cost	per hr or part	195.00	0%
(g) Subdivision of Land (Items 2.5 and 2.6)				
Note: if two or more fees are payable, the fee is a total of those fees				
Land Subdivision				
Base Fee	Legislative	per application	386.00	0%
Additional Charge	Legislative	per new lot	53.00	0%
Strata Subdivision				
Base Fee	Legislative	per application	386.00	0%
Additional Charge	Legislative	per new lot	65.00	0%
(h) State Significant Development (SSD)				
Applicable to the assessment of State Significant Development applications delegated from the Department of Planning, Industry and Environment.				
Fee	Legislative	per application	Fee	0%
Fees are calculated accordance with Part 15, Division 1AA of the Environmental Planning and Assessment Regulation 2000 - Fees for State significant development and State significant infrastructure.				

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
REQUEST FOR REVIEW OF DETERMINATION - under Division 8.2 of the EP&A Act 1979				
(a) Application - Change of use (not involving the erection of a building, the carrying out of work or the demolition of a work or building) (Item 7.1)				
Fee	Legislative	per application	142.00	0%
(b) Application that involves works to a dwelling-house with an estimated cost of construction of $100,000 or less (Item 7.2)				
Fee	Legislative	per application	222.00	0%
(c) Any other application (item 7.3)				
Estimated Cost:				
Up to $5,000				
Fee	Legislative	per application	64.00	0%
$5,001 to $250,000				
Fee	Legislative	per application	100.00	0%
Additional Fee by which the estimated cost exceeds $5,000	Legislative	per $1K or part	1.50	0%
$250,001 to $500,000				
Fee	Legislative	per application	585.00	0%
Additional Fee by which the estimated cost exceeds $250,000	Legislative	per $1K or part	0.85	0%
$500,001 to $1,000,000				
Fee	Legislative	per application	833.00	0%
Additional Fee by which the estimated cost exceeds $500,000	Legislative	per $1K or part	0.50	0%
$1,000,001 to $10,000,000				
Fee	Legislative	per application	1154.00	0%
Additional Fee by which the estimated cost exceeds $1M	Legislative	per $1K or part	0.40	0%
More than $10,000,000				
Fee	Legislative	per application	5540.00	0%
Additional Fee by which the estimated cost exceeds $10M	Legislative	per $1K or part	0.27	0%
Request for review of decision to reject a development application under Division 8.2 of the EP&A Act 1979 (Section 8.2(1)(c) applications) (Item 7.4)				
(a) If the estimated cost of the development is less than $100,000	Legislative	per application	64.00	0%
(b) If the estimated cost of the development is between $100,000 and $1M	Legislative	per application	175.00	0%
(c) If the estimated cost of the development is more than $1M	Legislative	per application	292.00	0%
Request for review of modification application under Division 8.2 of the EP&A Act 1979 (Section 8.2(1)(b) applications) (Item 4.2)				
50% of the fee that was payable in respect of the application that is the subject of review	Legislative	per application	Fee	0%
Additional fee where the application is required to be notified or advertised under an environmental planning instrument or a development control plan for all applications made under Division 8.2 of the EP&A Act 1979 (Item 7.7)				
(a) all applications required to be notified by letter	Legislative	per application	550.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
MODIFICATION OF DA - EP&A Act 1979 - section 4.55(1), section 4.55(1A), section 4.56(1)				
S4.55(1) - (Minor error, Misdescription or Miscalculation) (Item 4.1)				
Fee (no fee charged if agreed Council error)	Legislative	per application	83.00	0%
S4.55(1A) & S4.56(1) - (Minor Environmental Impact) (Item 4.2)				
Fee = 50% of original DA application fee, up to maximum fee of $754.00	Legislative	per application	Fee	0%
S4.55 (1A) - (Change to Plan of Management) (Item 4.2)				
Note: Applies to small retail premises, or licensed premises with a capacity of 120 persons or less				
Fee = 50% of original application fee, up to a maximum fee of $360.00	Legislative	per application	Fee	0%
MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56(1)				
Note: Fees for section 4.55 modifications are based on the original application for which consent was given				
(a) Application - original scale fee less than $100 (Item 4.2)				
Fee = 50% of Original Application Fee	Legislative	per application	Fee	0%
(b) Application - change of use (no building works) (Item 4.2)				
Fee = 50% of Original Application Fee	Legislative	per application	Fee	0%
(c) Application involves works to a dwelling-house with an estimated cost of construction of $100,000 or less (Item 4.4)				
Fee	Legislative	per application	222.00	0%
(d) Application - extension of hours only (Item 4.2)				
Note: Applies to small retail premises, or licensed premises with a capacity of 120 persons or less.				
Fee = 50% of original application fee, up to a maximum fee of $360.00	Legislative	per application	Fee	0%
(e) Application – modify entertainment sound management conditions only (Item 4.2)				
Note: applies to licensed premises with a capacity of 120 persons or less, and dedicated live music venues with a capacity of 250 persons or less (subject to the relevant sound management provisions of the DCP)				
Fee = 50% of original application fee, up to a maximum fee of $360.00	Legislative	per application	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56(1)				
Note: Fees for section 4.55 modifications are based on the original application for which consent was given				
(f) All other cases (Item 4.5)				
Estimated Cost:				
Up to $5,000				
Fee	Legislative	per application	64.00	0%
$5,001 to $250,000				
Fee	Legislative	per application	99.00	0%
Additional Fee where the estimated cost exceeds $5,000	Legislative	per $1K or part	1.50	0%
$250,001 to $500,000				
Fee	Legislative	per application	585.00	0%
Additional Fee where the estimated cost exceeds $250,000	Legislative	per $1K or part	0.85	0%
$500,001 to $1,000,000				
Fee	Legislative	per application	833.00	0%
Additional Fee where the estimated cost exceeds $500,000	Legislative	per $1K or part	0.50	0%
$1,000,001 to $10,000,000				
Fee	Legislative	per application	1154.00	0%
Additional Fee where the estimated cost exceeds $1M	Legislative	per $1K or part	0.40	0%
More than $10,000,000				
Fee	Legislative	per application	5540.00	0%
Additional Fee where the estimated cost exceeds $10M	Legislative	per $1K or part	0.27	0%
Additional fee where the application is required to be notified or advertised under an environmental planning instrument or a development control plan for applications made under s4.55(2) or 4.56(1) of the EP&A Act 1979 (Item 4.6)				
(a) all applications required to be notified by letter only	Legislative	per application	550.00	0%
EXTENSION OF EXPIRING CONSENTS - under the EP&A Act 1979 (section 4.54)				
Family Residential House				
Fee	Full Cost	per application	60.00	0%
Other than Single Family Residential Home				
Fee	Full Cost	per hour	185.00	0%
DEVELOPMENT PLANS & STAGED DEVELOPMENT APPLICATIONS				
Development Plan/Stage 1 Development Application - 60% of DA Fee (Item 2.1)				
Fee	Legislative	per application	Fee	0%
Applications resulting from approved Stage 1 DA or Development Plan (Item 2.1)				
Fee = 40% of DA fee	Legislative	per application	Fee	0%
The total combined fees payable for staged development applications must equal the fee payable as if a single application was required.				

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
INTEGRATED DEVELOPMENT OR DEVELOPMENT REQUIRING CONCURRENCE UNDER THE EP&A ACT 1979				
Note: a Development can be Integrated as well as Required Concurrence				
Fee to Concurrence Authority (paid via NSW Planning Portal) (Item 3.2)				
Fee	Legislative	per authority	374.00	0%
Additional fee to Council (Item 3.1)				
Fee	Legislative	per application	164.00	0%
Additional fee for each Approved Body (paid via NSW Planning Portal) (Item 3.1)				
Fee	Legislative	per application	374.00	0%
ADVERTISING/NOTIFICATION FEES FOR DEVELOPMENT APPLICATIONS & RE-NOTIFICATION OF AMENDED DEVELOPMENT APPLICATIONS				
Notification Fee (Item 3.8 and 4.6)				
(a) Applications notified by letter only	Partial Cost	per application	550.00	0%
(b) Application for Outdoor Dining	Partial Cost	per application	100.00	0%
Designated Development (Item 3.5)				
Fee	Legislative	per application	2596.00	0%
Advertising of Integrated Development (Item 3.6 and 4.6)				
Fee	Legislative	per application	550.00	0%
Advertising of Development Plan/Stage 1 DA (Item 4.6)				
Fee	Legislative	per application	1200.00	0%
Notification or Advertising of Development Applications over $10 million (Item 3.8)				
Fee	Legislative	per application	1200.00	0%
AMENDED PLANS - MODIFICATION TO APPLICATION PRIOR TO DETERMINATION				
Minor Amendment - 25% of the original DA fee	Partial Cost	per application	Fee	0%
Major Amendment - 50% of the original DA fee	Partial Cost	per application	Fee	0%
DEVELOPMENT APPLICATION EXEMPTION				
Heritage Works				
Works to Single Dwelling	Zero	per application	0.00	0%
Other	Partial Cost	per application	255.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
STRATA TITLE SUBDIVISION (Strata Schemes Acts)				
Application fee				
plus additional fee				
Fee	Market	per application	600.00	0%
Additional Fee per Lot				
1-10 lots	Market	per lot	600.00	0%
11-50 lots (fee per lot, plus total fee for 10 lots)	Market	per lot	430.00	0%
More than 50 lots (fee per lot, plus total fee for 50 lots)	Market	per lot	210.00	0%
Certificate of Conversion				
Fee	Market	per application	500.00	10%
Termination of Strata Scheme				
Fee	Market	per application	770.00	10%
Re-execution of Strata Plan				
Fee - minimum fee (five sheets) - $400.00	Market	per sheet	80.00	0%
Privately Certified Subdivision				
Section 88B Instrument approval	Market	per application	380.00	0%
LAND SUBDIVISION CERTIFICATE - EP&A Act 1979				
Land Subdivision - Road Dedication to Council Only				
Fee	Zero	per application	0.00	0%
Land Subdivision - Other				
Application Fee, plus additional fee	Market	per application	610.00	0%
Additional Fee				
For each new lot - waived for minor boundary adjustments between single dwellings	Market	per lot	610.00	0%
Re-execution of Subdivision Plan				
Fee - minimum fee (five sheets) - $400.00	Market	per sheet	80.00	0%
DEVELOPMENT LEVIES				
As per contributions plans adopted by Council				
Contributions plans set out how contributions required under Sections 7.11 and 7.12 of the Environmental Planning and Assessment Act 1979 and Section 61 of the City of Sydney Act 1988 are levied.				
Fee	Full Cost	Per Plan	Fee	0%
CERTIFICATES UNDER SECTION 88G OF THE CONVEYANCING ACT 1919				
S88G Certificate				
Fee	Legislative	per certificate	10.00	0%
S88G Certificate (requiring inspection)				
Fee	Legislative	per certificate	35.00	0%
DEVELOPMENT APPLICATION REGISTER - under the EP&A Act 1979 (section 4.58)				
Viewing				
Fee	Zero	per viewing	0.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
DEVELOPMENT APPLICATION 3D CAD MODELLING FEES				
Development applications requiring 3D models				
3D Modelling Fee	Partial Cost	per application	1250.00	0%
Access to City Model for commercial photography				
Fee	Full Cost	per hr or part thereof	115.00	0%
APPLICATION FOR FOOTWAY USAGE (OUTDOOR DINING)				
Assessment for Footway Usage				
Fee	Zero	per application	0.00	0%
Notification for Footway Usage				
Fee	Zero	per application	0.00	0%
Extension of an existing approved Footway Usage Area, for a trial period (up to 12 months) by Resolution of Council				
Planning Assessment, Notification, Footway Usage Rental (for extended area only) and Administration fees	Zero	per application	0.00	0%
DEVELOPMENT-RELATED CONSULTATION				
DA Related Professional Advice, Research & Analysis				
Consultation - per Council Officer	Full Cost	per hr or part	225.00	10%
Design Advisory Panel				
Pre-Lodgement Consultation with Design Advisory Panel Residential Subcommittee	Market	per application	1040.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
ASSESSMENT FEES FOR APPLICATIONS FOR WORKS UNDER SECTION 60 OF THE NSW HERITAGE ACT 1977				
The estimated cost of carrying out an activity is the reasonable cost (estimated on the basis of prices current when the application is made) of carrying out the activity as referred to in the application				
Scale Fee - based on estimated cost of activity				
Up to $100,000				
Owner-occupied private dwelling	Legislative	per application	150.00	0%
Property other than owner-occupied private dwelling	Legislative	per application	300.00	0%
$100,000 to $500,000				
Fee	Legislative	per application	400.00	0%
Additional Charge over $100,000	Legislative	per $100k or part thereof	25.00	0%
$500,000 to $1,000,000				
Fee	Legislative	per application	500.00	0%
Additional Charge over $500,000	Legislative	per $100k or part thereof	100.00	0%
$1,000,000 to $2,000,000				
Fee	Legislative	per application	1000.00	0%
Additional Charge over $1M	Legislative	per $100k or part thereof	50.00	0%
$2,000,000 to $5,000,000				
Fee	Legislative	per application	1500.00	0%
Additional Charge over $2M	Legislative	per $100k or part thereof	33.33	0%
$5,000,000 to $10,000,000				
Fee	Legislative	per application	2500.00	0%
Additional Charge over $5M	Legislative	per $100k or part thereof	10.00	0%
More than $10,000,000				
Fee	Legislative	per application	3000.00	0%
Additional Charge over $10M	Legislative	per $100k or part thereof	10.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PLANNING SUPPORT				
CERTIFICATE FEES				
Section 10.7(2) - EP&A Act 1979				
Fee	Legislative	per certificate	53.00	0%
Section 10.7(2) and (5) - EP&A Act 1979				
Fee	Legislative	per certificate	80.00	0%
Additional fee for 24 hr production				
available through Town Hall House only				
Fee	Full Cost	per certificate	151.00	0%
Copy of S10.7 Certificate				
Fee	Legislative	per certificate	21.00	0%
Certificate as to orders (former s121ZP EP&A Act 1979, s735A - LGA Act 1993)				
Fee	Partial Cost	per certificate	133.00	0%
DEVELOPMENT APPLICATIONS & CONSTRUCTION CERTIFICATES REGISTERS				
Hardcopy/Printout				
Current Year - monthly issue	Full Cost	per issue	62.00	0%
Current Year - 26 fortnightly issues (annual subscription)	Full Cost	annual	443.00	0%
PLANNING AGREEMENTS				
VOLUNTARY PLANNING AGREEMENTS				
Administration Costs Reimbursement				
Reimbursement of costs associated with the preparation and execution of a Planning Agreement	Partial Cost	per agreement	880.00	0%
Reimbursement of costs associated with the preparation and execution of a Deed of Variation of a Planning Agreement	Partial Cost	per agreement	440.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
STRATEGIC PLANNING				
HERITAGE FLOOR SPACE				
Registration of Heritage Floor Space (including final inspection)				
Fee	Full Cost	per transaction	788.00	0%
Transaction (change of owner/sale)				
Fee	Full Cost	per transaction	479.00	0%
Heritage Floor Space Application				
Fee to be charged for the assessment of an application for the awarding of heritage floor space that is not accompanied by a development application. This fee is applicable to applications for the awarding of heritage floor space of greater than 500 square metres only.				
Application Fee	Partial Cost	per application	11832.00	0%
REQUEST TO PREPARE A PLANNING PROPOSAL				
Major Application				
Fee	Full Cost	each	155700.00	0%
Minor Application				
Fee	Full Cost	each	18870.00	0%
PLANNING CONTROLS				
Reports, Studies and Reviews				
Miscellaneous Reports, Studies and Reviews	Partial Cost	each	38.00	0%
Sydney LEP & DCP				
Sydney LEP 2012 and Sydney DCP 2012 documents are available for sale to ratepayers at a 50% discount.				
Sydney LEP 2012	Full Cost	each	234.00	0%
Sydney DCP 2012	Full Cost	each	423.00	0%
Both Sydney LEP 2012 and Sydney DCP 2012	Full Cost	each	609.00	0%
Sydney LEP 2012 (without maps)	Full Cost	each	49.00	0%
Sydney DCP 2012 (without maps)	Full Cost	each	245.00	0%
Sydney LEP 2012 or Sydney DCP 2012 - A3 Maps	Full Cost	per map	183.00	0%
All Other LEPs (text), Draft LEPs, DCPs, Miscellaneous Planning Codes, Policies etc.				
Fee	Market	each	37.40	0%
PUBLICATIONS AND INFORMATION				
Certified Copy of Document				
Map or Plan (s10.8(2), EP&A Act 1979)	Legislative	each	54.00	0%
Individual Colour Zoning or Other Maps				
A3 size (On Application)	Market	per map	24.50	0%
A1 size (On Application)	Market	per map	48.00	0%
POLICY DOCUMENTS				
City of Sydney Development Contributions Plan 2015, Central Sydney Development Contributions Plan 2020, or Central Sydney Development Contributions Plan 2013				
Fee	Full Cost	each	34.00	0%
Other Contributions Plans				
Fee	Full Cost	each	34.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
URBAN ANALYTICS				
ECONOMIC DEVELOPMENT				
Data Requests (Information from existing databases)				
Viewing	Zero	per page	0.00	0%
Photocopying - A4 copies	Market	per page	2.00	0%
City of Sydney Floor Space and Employment Census				
Summary (printout)	Partial Cost	each	69.00	0%
Summary (Discount rate for residents, pensioners and students)	Partial Cost	each	36.00	0%
Standard Reports	Partial Cost	each	30.00	0%
Standard Reports (Discount rate for residents, pensioners and students)	Partial Cost	each	15.00	0%
Customised Reports				
For each customised report over 1,000 records, a data preparation time charge, and a charge based on the number of records will apply. The charge based on the number of records is cumulative per organisation, per financial year.				
Preparation Time				
Customised Reports (per hour of preparation time)	Market	per hour	202.00	0%
Customised Reports (Discount rate for residents, pensioners and students)	Market	per hour	67.00	0%
Between 1,000 records and 1,999 records (5 Fields)				
Fee	Market	per record	6.50	0%
Between 2,001 records and 11,999 records (5 Fields)				
Fee plus	Market	per application	13000.00	0%
Per record - over 2,000 records, up to 12,000 records	Market	per record	2.60	0%
More than 12,000 records (5 Fields)				
Fee plus	Market	per application	39000.00	0%
Per record - over 12,000 records	Market	per record	0.50	0%
Data Mapping				
Data Mapping	Market	each	60.00	0%
City Business Workshops				
In the event of the City of Sydney organising a City Business workshop, the direct costs associated with this workshop may be charged to the organisation or workshop attendee.				
Ticket Fee	Market	per person	0.00 - 100.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
BUILDING CERTIFICATES - EP&A ACT 1979				
Note: Includes initial inspection				
s6.26 - Class I and X Buildings				
Fee	Legislative	per dwelling	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Legislative	per application	90.00	0%
s6.26 - Other Classes				
Less than 200 m2 floor area	Legislative	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Legislative	per application	90.00	0%
Greater than 200 m2, and up to 2,000 m2 floor area				
Fee	Legislative	per application	250.00	0%
Additional charge over 200 m2	Legislative	per m2	0.50	0%
Additional Inspection Fee (capped at 1 inspection fee)	Legislative	per application	90.00	0%
Greater than 2,000 m2 floor area				
Fee	Legislative	per application	1165.00	0%
Additional charge over 2,000 m2	Legislative	per m2	0.07	0%
Additional Inspection Fee (capped at 1 inspection fee)	Legislative	per application	90.00	0%
Part of Building Only				
With external wall only involving more than 1 Building inspection	Legislative	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Legislative	per application	90.00	0%
Where a Building Certificate Application involves Unauthorised Works (not exceeding application fee for a DA and CC)				
Note: The applicable Development Application fees and/or Construction Certificate fees are payable for unauthorised works. (refer to the relevant fee within the Schedule of Fees and Charges).				
Construction Certificate Fee (refer to the Schedule of Fees and Charges for Construction Certificate Applications)	Market	per application	Fee + GST	10%
Development Application Fee (refer to the Schedule of Fees and Charges for Development Applications)	Legislative	per application	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE UNDER EP&A ACT 1979				
Class 1a & 1b Residential Buildings				
Cost of Work				
Up to $5,000	Market	per application	630.00	10%
$5,000 to $10,000	Market	per application	745.00	10%
$10,000 to $100,000	Market	per application	1000.00	10%
$100,000 to $250,000	Market	per application	1765.00	10%
Exceeding $250,000				
Base Fee plus	Market	per application	1765.00	10%
Additional fee for amounts greater than $250,000	Market	per 1K	3.60	10%
Class 2-9 Buildings and other Infrastructure Works, Signs and Subdivision Works (all class 10's) not related to Residential Dwellings				
Cost of Work				
Up to $10,000	Market	per application	1000.00	10%
$10,001 - $100,000				
Fee	Market	per application	1000.00	10%
Additional charge over $10,000	Market	per 1K	8.50	10%
$100,001 to $500,000				
Fee	Market	per application	1820.70	10%
Additional charge over $100,000	Market	per 1K	4.82	10%
$500,001 to $1,000,000				
Fee	Market	per application	3815.00	10%
Additional charge over $500,000	Market	per 1K	3.58	10%
Exceeding $1,000,000				
Fee	Market	per application	5650.00	10%
Additional charge over $1M	Market	per 1K	2.51	10%
Construction Certificates with Performance Solution Assessment in excess of 3 Hours				
Applications which require referral to Fire and Rescue NSW (FRNSW) will incur an administration fee and a FRNSW fee.				
Fee	Market	per hour	237.00	10%
Administration Fee - Referral to FRNSW	Market	per application	162.00	10%
Assessment of Unauthorised Works outside scope of DA & CC				
Fee	Market	per hour	237.00	0%
Class 10a & 10b Buildings (associated with Class 1 dwellings only)				
Cost of Work				
Up to $10,000	Market	per application	640.00	10%
$10,001 to $100,000	Market	per application	750.00	10%
Exceeding $100,000	Market	per application	1000.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE UNDER EP&A ACT 1979				
Construction Certificate or Complying Development Certificate - Sustainable Installations				
Applications exclusively for sustainable installations less than $2 million (e.g.: rainwater tanks, solar panels, greywater treatment systems)				
Fee (Council Fees Waived)	Zero	per application	0.00	0%
Consultancy Services				
BCA Reports Consultancy Fee - Review Prior to DA Submission/BCA Upgrade Reports or where applications are required to be reviewed before determining an application for occupation certificate	Market	per hour	237.00	10%
Other Building Related Consultancies or where older applications are required to be reviewed or unforeseen additional consultancy contingency fees & charges outside Principal Certifier functions	Market	per inspection	365.00	10%
AMENDMENT TO CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979				
Where Additional Cost of Amended Works can be Established				
Up to $10,000				
Fee	Market	per application	574.00	10%
$10,001 to $100,000				
Fee	Market	per application	574.00	10%
Additional charge over $10,000	Market	per 1K	8.49	10%
$100,001 to $500,000				
Fee	Market	per application	1356.00	10%
Additional charge over $100,000	Market	per 1K	4.83	10%
$500,001 to $1,000,000				
Fee	Market	per application	3375.00	10%
Additional charge over $500,000	Market	per 1K	3.58	10%
Exceeding $1,000,000				
Fee	Market	per application	5215.00	10%
Additional charge over $1,000,000	Market	per 1K	2.51	10%
Where additional cost of amended works cannot be established				
Fee	Market	per application	574.00	10%
Additional fee where assessment is in excess of 2 hours	Market	per hour	237.00	10%
ADVERTISING/NOTIFICATION FEES FOR COMPLYING DEVELOPMENT APPLICATIONS				
Notification Fee (Clause 130AB - Complying Development & Fire Safety Regulation)				
Application that involves a new dwelling or an addition to an existing dwelling on land in a residential zone	Market	per application	296.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979				
Where Construction Certificate/Complying Development Certificate issued by Council				
Inspection fees				
Residential Dwellings (Class 1a & 1b)	Market	per inspection	250.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 1a & 1b)	Market	per inspection	250.00	10%
Class 10 & 10b Buildings & Signs	Market	per inspection	250.00	10%
Class 2-9 Buildings	Market	per inspection	370.00	10%
Class 5 & 6 Inspections - Food Shops	Market	per inspection	370.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 2-9)	Market	per inspection	370.00	10%
Application for Occupation Certificate				
Based on cost of works				
Occupation Certificate				
Up to $100,000	Market	per application	255.00	10%
Between $100,000 and $500,000	Market	per application	730.00	10%
Greater than $500,000	Market	per application	1450.00	10%
Final Inspection Development Consent where no CC or CDC has been issued, including change of use				
Assessment Fee - Review DA File	Market	per hour	237.00	0%
Residential Dwellings (Class 1a & 1b)	Market	per inspection	250.00	10%
Class 2-9 Buildings	Market	per inspection	370.00	10%
Premium Inspection Fee				
Over and above the mandatory requirements	Market	per inspection	370.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Classes 1 & 10)	Market	per inspection	250.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Class 2-9)	Market	per inspection	370.00	10%
Re-inspection due to work incomplete				
Fee	Market	per inspection	370.00	10%
Multiple Unit Inspection Fee (in addition to critical stage inspections)				
6 items or more	Full Cost	Per item	64.50	10%
Less than 6 items	Full Cost	Per hr or part thereof	370.00	10%
Appointment of Principal Certifier where Construction Certificate/Complying Development Certificate issued by Private Certifier				
Review of Construction Certificate				
Fee	Market	per hour	237.00	0%
Inspection Fees				
Residential Dwellings - Class 1a & 1b	Market	per inspection	340.00	10%
Residential Dwellings - Class 10 & 10b Buildings & Signs	Market	per inspection	340.00	10%
Class 2-9 Buildings	Market	per inspection	405.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
REGISTRATION OF PRIVATELY CERTIFIED CONSTRUCTION / COMPLYING DEVELOPMENT / OCCUPATION / SUBDIVISION CERTIFICATES				
Registration Fee				
Fee	Legislative	per certificate	36.00	0%
ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 68 of the LGA Act 1993				
S68D (1-6) Community Land or Temporary Structures erected on land under the control of Council				
Assessment Fee	Market	per approval	381.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	237.00	0%
Inspection Fee (minimal structures 1-3)	Market	per inspection	360.00	0%
Inspection Fee (moderate structures 4-6)	Market	per inspection	715.00	0%
Inspection Fee (multiple structures greater than 6)	Market	per inspection	1070.00	0%
S68E (1-2) Public Roads - items placed on, in or above a public road				
Assessment Fee	Market	per application	380.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	237.00	0%
Inspection Fee	Market	per inspection	360.00	0%
S68F(5) - Install or Operate Amusement Devices				
Commercial Organisations				
Application Fee, up to maximum fee	Market	per amusement device	334.00	0%
Maximum fee	Market	per application	1135.00	0%
Inspection Fee	Market	per inspection	360.00	0%
Non-Profit Organisations				
Application Fee, up to maximum fee	Market	per amusement device	170.00	0%
Maximum fee	Market	per application	396.00	0%
Inspection Fee	Market	per inspection	191.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 68 of the LGA Act 1993				
S68C(6) - Approval for Installation of On Site Sewer Management Systems				
Infrastructure Cost				
Not exceeding $10,000	Market	per application	324.00	0%
$10,000 to $100,000	Market	per application	449.00	0%
$100,000 to $500,000	Market	per application	842.00	0%
$500,000 to $1,000,000	Market	per application	2002.00	0%
Exceeding $1,000,000	Market	per application	3173.00	0%
S68C(6) - Approval to Operate On Site Sewer Management Systems				
Additional Cost of Work				
Not Exceeding $10,000	Market	per application	260.00	0%
$10,000 to $100,000	Market	per application	324.00	0%
$100,000 to $500,000	Market	per application	711.00	0%
$500,000 to $1,000,000	Market	per application	1794.00	0%
Exceeding $1,000,000	Market	per application	3017.00	0%
S68C(6) - On Site Sewer Management Systems Amended Applications				
Infrastructure Cost less than $100,000 (Minor Amendment)	Market	per application	128.00	0%
Infrastructure Cost less than $100,000 (Major Amendment)	Market	per application	323.00	0%
Infrastructure Cost between $100,000 and $500,000 (Minor Amendment)	Market	per application	191.00	0%
Infrastructure Cost between $100,000 and $500,000 (Major Amendment)	Market	per application	388.00	0%
Infrastructure Cost between $500,000 and $1,000,000 (Minor Amendment)	Market	per application	323.00	0%
Infrastructure Cost between $500,000 and $1,000,000 (Major Amendment)	Market	per application	450.00	0%
Infrastructure Cost greater than $1,000,000 (Minor Amendment)	Market	per application	450.00	0%
Infrastructure Cost greater than $1,000,000 (Major Amendment)	Market	per application	587.00	0%
Inspection Fee (fee for service)	Market	per hour	112.00	0%
AMENDMENTS TO APPROVALS ISSUED - under section 68 of the LGA Act 1993				
Assessment Fee	Market	per assessment	380.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	237.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BUILDING				
COMPLIANCE COSTS - MONITORING OF ORDER AND COMPLIANCE				
Compliance Costs associated with the monitoring and/or compliance of an POEO Act Order				
Compliance Cost Notices - S104 Protection of the Environment Operations Act 1997	Legislative	per officer	Fee	0%
Monitoring of clean up notice and/or prevention/prohibition notice	Legislative	per officer	Fee	0%
Additional Fees Incurred (cost to the City)	Market	per investigation	Fee	0%
Compliance Costs associated with the monitoring and/or compliance of an EP&A Act Order				
Compliance Cost Notices - Sch 5 item EP&A Act 1979	Legislative	per notice	Fee	10%
Cost Compliance Inspection Fee	Partial Cost	per inspection	59.50	10%
Cost Compliance Referral fee	Partial Cost	per referral	178.00	10%
Cost Compliance (Notice of Intention) fee	Partial Cost	per notice	119.00	10%
Cost Compliance (Order) fee	Partial Cost	per order	59.50	10%
OTHER CERTIFICATES				
Swimming Pool Barrier Certificates				
Application for Exemption from barrier (s22 Swimming Pools Act)	Legislative	per certificate	250.00	0%
Swimming Pool Barrier (Initial Inspection)	Legislative	per inspection	150.00	10%
Swimming Pool Barrier (Follow up Inspection)	Legislative	per inspection	100.00	10%
RECORD SEARCH AND INFORMATION REQUESTS				
Building Information Certificate				
Copy of existing certificate	Legislative	per document	13.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
REGULATORY				
INSPECTION FEES				
Note: Minimum inspection time of half an hour. Additional time is charged on a pro-rata basis				
Hairdressing Shops/Beauty Salons/Skin Penetration				
Inspection Fee (applies to routine beauty/skin penetration premises, justified beauty/skin penetration complaints). Also includes re-inspection of initial inspection where result is non-compliant or takes >10 minutes, and subsequent Improvement Notice re-inspection after initial re-inspection	Partial Cost	per half hour	112.00	0%
Sex Industry Premises				
Fee	Partial Cost	per half hour	112.00	0%
Places of Shared Accommodation				
Fee	Partial Cost	per half hour	112.00	0%
Places of Shared Accommodation - operated by registered charities				
Fee	Zero	per half hour	0.00	0%
Boarding House Act Inspection				
Fee	Partial Cost	per inspection	112.00	0%
Food Premises				
Inspection Fee (applies to routine food premises inspections, justified food premises complaints, high risk temporary, and mobile food vending vehicles with high or moderate inspection result)	Partial Cost	per half hour	112.00	0%
Reinspection Fee (fixed, mobile and temporary premises) - where inspection takes <10 minutes and is compliant. Includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, prohibition order	Zero	per half hour	0.00	0%
Reinspection Fee (fixed, mobile and temporary premises) - where result is non-compliant or inspection takes >10 minutes. Includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, prohibition order	Partial Cost	per half hour	160.00	0%
Temporary Food Administration Fee				
(fee based on one initial inspection of each registered temporary food premises within any financial year)				
Temporary Food Premise - High Risk	Partial Cost	per stall	224.00	0%
Temporary Food Premise - Low Risk	Partial Cost	per stall	163.00	0%
Charitable/Not for Profit	Zero	per stall	0.00	0%
Administration fee for late submission of Temporary Food Event applications (applications are required 10 working days before the event)	Partial Cost	per event	260.00	0%
Sampling of Food Premises for Bacteriological Analysis				
Fee	Partial Cost	per sample	112.00	0%
Swimming/Spa Pools inspection (inspection includes chemical test of water)				
Fee	Partial Cost	per half hour	112.00	0%
Sampling of Pool Water for Bacteriological Analysis				
Fee	Partial Cost	per sample	112.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
REGULATORY				
INSPECTION FEES				
Food Administration Fee				
Fee includes one inspection				
5 or less Food Handlers	Legislative	per premises	367.00	0%
5 or less Food Handlers (5 star Scores on Doors business)	Legislative	per premises	245.00	0%
5 or less Food Handlers (low risk premises)	Legislative	per premises	86.00	0%
More than 5 and up to 50 Food Handlers	Legislative	per premises	693.00	0%
More than 5 and up to 50 Food Handlers (5 star Scores on Doors business)	Legislative	per premises	464.00	0%
51 or more Food Handlers	Legislative	per premises	2040.00	0%
51 or more Food Handlers (5 star Scores on Doors business)	Legislative	per premises	1392.00	0%
Charitable/Not for Profit	Zero	per premises	0.00	0%
Environmental Auditing/Inspection Fee				
Includes audit inspections of underground petroleum storage tanks				
Fee	Partial Cost	per half hour	112.00	0%
Water Cooling, Evaporative Cooling and Warm Water Systems				
Sampling Fee	Partial Cost	per sample	112.00	0%
Inspection fee	Partial Cost	per inspection	239.00	0%
Audit Certificate Submission fee	Full Cost	per certificate	104.00	0%
Risk Management Plan Certificates Submission Fee	Full Cost	per certificate	104.00	0%
HEALTH APPROVALS				
Mobile Food Vending Approval Fees				
Food Truck Application Fee	Full Cost	per application per annum	600.00	0%
Food Van Application Fee	Full Cost	per application per annum	400.00	0%
Temporary Health Inspection (includes hair/beauty, skin penetration)				
Short Term Event				
Commercial	Full Cost	per stall	75.00	0%
Community	Partial Cost	per stall	27.00	0%
Charitable/Not for Profit	Zero	per stall	0.00	0%
Administration fee for late submission of Skin Penetration Event applications (applications are required 10 working days before the event)	Partial Cost	per event	260.00	0%
PUBLIC HEALTH ACT NOTIFICATIONS				
Skin Penetration Premises				
Fixed premises, Mobile premises and Temporary skin penetration stalls are required to submit a notification, and this fee is applicable. However, this fee is not applicable to notifications received for mobile skin premises, if the occupier of the premises does not reside in the City of Sydney local government area.				
Fee	Legislative	per notification	100.00	0%
Water Cooling, Evaporative Cooling and Warm Water Systems				
Fee	Legislative	per notification	115.00	0%
Public Swimming Pools and Spa Pools				
Fee	Legislative	per notification	100.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
REGULATORY				
HEALTH ENFORCEMENT				
Notices or Orders				
Administrative Fee - Part 4 Protection of the Environment Operations Act 1997	Legislative	per notice	605.00	0%
Issue Improvement Notices (Food Act) - includes initial re-inspection	Legislative	per notice	330.00	0%
Issue Improvement Notices and Prohibition Orders - Regulated Systems	Legislative	per notice	560.00	0%
Issue Improvement Notices and Prohibition Orders - Swimming Pools, Spa's and Skin Penetration	Legislative	per notice	270.00	0%
Re-Inspection Fee subject to Prohibition Order (minimum charge: half hour; maximum charge: 2 hours)	Legislative	per hour	250.00	0%
SUPPLY OF INFORMATION				
Notices or Orders				
Viewing	Zero	per page	0.00	0%
Photocopying - A4 size	Full Cost	per page	2.00	0%
Inspection History Data - Current Proprietors Only				
In relation to Food Premises, Hairdressing Shops, Beauty Salons, Premises used for Skin Penetration procedures, Places of Shared Accommodation.				
Viewing	Zero	per page	0.00	0%
Photocopying - A4 size	Full Cost	per page	2.00	0%
Food Hygiene Education Course				
No charge for this course - not accredited trainers				
Fee	Zero	per person	0.00	10%
Fire Safety and Egress Notices				
Viewing	Zero	per page	0.00	0%
Photocopying - A4 copies	Full Cost	per page	2.00	0%
Enquiry re Fire Safety of Property Requiring Inspection				
Fee	Partial Cost	per application	510.00	10%
Fire Safety - Stay of Penalty Infringement Application (re: Annual Fire Safety Statement)				
Fee	Full Cost	per application	438.00	0%
ESSENTIAL SERVICES				
Annual Fire Safety Statement				
Inspection of premises regarding Annual Fire Safety Statement	Partial Cost	per certificate	200.00	10%
Annual Fire Safety Statement Administration fee	Market	per statement	82.00	0%
BUSKING APPROVALS				
Permit Fees				
Annual permit (expiry 12 months from date applied for)	Market	per permit	47.00	0%
Quarterly permit (3 monthly)	Market	per permit	13.00	0%
Special busking permit safety review	Market	per permit	105.00	0%
REPLACEMENT PERMITS				
Replacement permit - 12 month permit	Market	per permit	6.00	0%
Replacement permit - 3 month permit	Market	per permit	6.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
REGULATORY				
COMPANION ANIMALS				
Animal Registrations (Companion Animals Act 1998)				
Applies to all dogs and cats born, bought or sold from 1 July 1999				
Entire Animal - not desexed				
Registration Fee - Dog - not desexed	Legislative	per animal	234.00	0%
Registration Fee - Cat - not desexed	Legislative	per animal	59.00	0%
Note: for cats not desexed, and over 4 months of age, an annual permit fee applies, in addition to the registration fee - please refer to Annual Animal Permit fees outlined below.				
Entire Animal - not desexed on veterinary recommendation				
A letter recommending exemption from desexing prior to registration is required from a veterinarian.				
Registration Fee - Dog - not desexed (per recommendation)	Legislative	per animal	69.00	0%
Registration Fee - Cat - not desexed (per recommendation)	Legislative	per animal	59.00	0%
Desexed Animal				
Registration Fee - Desexed Dog	Legislative	per animal	69.00	0%
Registration Fee - Desexed Cat	Legislative	per animal	59.00	0%
Reduced Fees for desexed animals purchased from an eligible pound or shelter:				
Registration Fee - Dog	Legislative	per animal	0.00	0%
Registration Fee - Cat	Legislative	per animal	0.00	0%
Reduced Fees for Recognised Breeders:				
Registration Fee - Dog	Legislative	per animal	69.00	0%
Registration Fee - Cat	Legislative	per animal	59.00	0%
Reduced Fees for Eligible Pensioners:				
Reduced fees are available for eligible pensioners where an animal is either desexed, or a letter recommending exemption from desexing prior to registration is provided by a veterinarian.				
First Animal	Zero	per animal	0.00	0%
Additional Animal	Partial Cost	per animal	10.00	0%
Assistance Animal	Legislative	per animal	0.00	0%
Non-Resident Pensioners				
Desexed Animal - Legislated Registration Fee applies	Legislative	per animal	29.00	0%
Late Fees				
Where registration fee is not paid within legislated 28 days	Legislative	per animal	19.00	0%
Annual Animal Permits				
Late Fees				
Where permit fee is not paid within legislated 28 days	Legislative	per animal	19.00	0%
Cats				
Exemptions apply for all cats registered by 21 July 2020. From 22 July 2020, exemptions apply for all cats kept for breeding purposes by members of recognised breeding bodies, and cats which cannot be desexed for medical reasons.				
Annual Permit Fee - Cat not desexed by 4 months of age	Legislative	per animal	85.00	0%
Dogs				
Annual Permit Fee - Dog of restricted breed	Legislative	per animal	206.00	0%
Annual Permit Fee - Dog declared dangerous	Legislative	per animal	206.00	0%
Certificates of Compliance				
Certificate of Compliance - Enclosures	Legislative	per certificate	150.00	0%
Reviews				
Review of Menacing/Dangerous Dog Declaration	Full Cost	per declaration	350.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
REGULATORY				
COMPANION ANIMALS				
Desexing Fees				
Available to Eligible Pensioners, and Health Care Card Holders				
Subsidised Cat Desexing (male/female)	Partial Cost	per cat	52.00	10%
Subsidised Dog Desexing (male)	Partial Cost	per dog	139.05	10%
Subsidised Dog Desexing (bitch)	Partial Cost	per dog	190.55	10%
BACKPACKER VEHICLES				
Auction Sales - Abandoned Vehicles				
Auction Sales - Abandoned Vehicles	Partial Cost	per vehicle	350.00	10%
IMPOUNDED VEHICLES				
Cost of Release				
Fees payable are based on the costs incurred to impound, transport and store the impounded vehicle, and associated costs. Some costs are payable to the City's contractor.				
Advertisement and impounding - payable to the City	Full Cost	per vehicle	355.00	0%
Transportation, storage and associated costs - payable to the City's contractor	Full Cost	per vehicle	Fee	0%
IMPOUNDED ITEMS				
Removal and Storage				
Small Item (1 person removal) e.g. signs, shopping trolleys, bikes	Market	per item	110.00	0%
Large Item (2 person removal) e.g. skip bins, mechanical items	Market	per item	220.00	0%
IMPOUNDED ANIMALS				
Cost of Release				
As per contract	Full Cost	per animal	Fee	0%
CAT TRAP HIRE				
Security Deposit				
Fee	Security Deposit	per hire	100.00	0%
Trap Hire Fees				
Pensioner	Zero	per hire	0.00	10%
Resident				
1 to 7 days	Market	per hire	15.00	10%
8 or more days	Market	per day	8.00	10%
PREMISES NUMBERS				
Application fee for premises numbers other than those assigned				
CBD	Full Cost	per permit	240.00	0%
Non-CBD	Full Cost	per permit	170.00	0%
TREE INSPECTIONS				
Application for tree removal, inspection/approval				
Fee	Partial Cost	per approval	90.00	0%
STREET TREE PLANTING FOR DEVELOPMENT				
400 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	2800.00	0%
200 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	2000.00	0%
100 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	1500.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CONSTRUCTION REGULATION				
HOISTING				
Application, Amendment and Approval to extend an approval for hoisting over roads using site-based devices				
Application Fee	Full Cost	per application	380.00	0%
HOARDINGS AND HOISTING				
Application, Amendment and Approval to extend an approval for the erection of a hoarding on the public way				
Type A Hoarding Application	Full Cost	per application	380.00	0%
Type B Hoarding Application	Full Cost	per application	746.00	0%
Amendment and extension of an approval	Full Cost	per application	380.00	0%
Refunding of a fee prior to the expiry of an approval	Full Cost	per application	380.00	0%
Inspection Fee (including pre-approval or site establishment inspection fee, inspection of graphics)	Market	per inspection	360.00	0%
Neighbour notification for hoardings over laneways or referral to another authority (TransDev, Light Rail)	Full Cost	per application	250.00	0%
"A" Type Hoardings				
Without Traffic Barrier				
Outside City Centre	Full Cost	lineal mt/week	8.32	0%
City Centre	Full Cost	lineal mt/week	11.20	0%
With Traffic Barrier Along the Kerb line				
Outside City Centre	Full Cost	lineal mt/week	9.75	0%
City Centre	Full Cost	lineal mt/week	13.90	0%
"B" Type Hoardings (including Cantilevered Hoardings)				
Without Sheds				
Outside City Centre	Full Cost	lineal mt/week	11.20	0%
City Centre	Full Cost	lineal mt/week	15.75	0%
With Single Storey Site Sheds or Storage of Materials on Decks - Single row sheds				
Outside City Centre	Full Cost	lineal mt/week	16.42	0%
City Centre	Full Cost	lineal mt/week	30.13	0%
With Single Storey Site Sheds or Storage of Materials on Decks - Double row sheds				
Outside City Centre	Full Cost	lineal mt/week	32.85	0%
City Centre	Full Cost	lineal mt/week	60.30	0%
With Double Storey Site Sheds - Single row sheds				
Outside City Centre	Full Cost	lineal mt/week	31.90	0%
City Centre	Full Cost	lineal mt/week	44.90	0%
With Double Storey Site Sheds - Double row sheds				
Outside City Centre	Full Cost	lineal mt/week	63.90	0%
City Centre	Full Cost	lineal mt/week	89.75	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CONSTRUCTION REGULATION				
HOARDINGS AND HOISTING				
Hoarding Occupation Fee - forming a work/storage compound area - refer to the map in the City's Hoarding and Scaffolding Guidelines				
Zone 1 - City Centre	Market	per m2/week	14.92	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	7.46	0%
Performance Bond for Hoarding on Footway				
Minimum $10,000 / Maximum $100,000				
"A" Type Hoardings				
Non-granite paving or granite paving for minor works only (subject to the installation of protective coverings complying with the City's Hoarding & Scaffolding Guidelines)	Zero	per sq mt of coverage	0.00	0%
Granite paving (without protective coverings)	Security Deposit	per sq mt of coverage	695.00	0%
"B" Type Hoardings				
Non-granite paving	Security Deposit	per lineal mt	1385.00	0%
Granite paving	Security Deposit	per sq mt of coverage	695.00	0%
BARRICADES				
Placement on Footway				
Fee	Market	per week or part thereof	100.00	0%
Emergency Barricades and Lights				
Initial attendance (call-out)	Full Cost	each	346.00	0%
Time charge on site	Full Cost	per hour	68.65	0%
CRANE OPERATIONS				
Approval to stand and operate a mobile crane, cherry-picker, concrete boom pump, travel tower, boom lift, scissor lift etc				
Usage Fee	Market	per day or part thereof	197.00	0%
Usage Fee for Council Contractors	Market	per year or part thereof	197.00	0%
Fee to amend application	Market	per day or part thereof	197.00	0%
Hoisting activity over roadway from site installed devices, cranes, personnel hoist, materials hoist, swinging stage, master climber etc				
Fee	Market	per application	380.00	0%
Crane and Other Road Operations - Involving Temporary Partial Road Closure				
Major road lane closure - per lane	Market	per day or part thereof	1280.00	0%
Minor road lane closure - per lane	Market	per day or part thereof	640.00	0%
Minor road lane closure - single residential dwelling only	Market	per day or part thereof	220.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CONSTRUCTION REGULATION				
TEMPORARY FOOTPATH CROSSINGS				
Standard Footway Crossing or Standard Conduit Ramp				
(in accordance with Council's specification and constructed to Council's satisfaction)				
Fee	Market	per week or part thereof	100.00	0%
Standard Footway Crossing or Standard Conduit Ramp - for purpose of cleaning grease traps				
(in accordance with Council's specification and constructed to Council's satisfaction)				
Per week or part thereof	Partial Cost	per approval	90.00	0%
Per month or part thereof	Partial Cost	per approval	160.00	0%
Per year or part thereof	Partial Cost	per approval	605.00	0%
TEMPORARY WORKS				
Hoarding Occupation Fee - forming a work/storage compound area - refer to the map in the City's Hoarding and Scaffolding Guidelines				
Zone 1 - City Centre	Market	per m2/week	14.92	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	7.46	0%
Mobile scaffolds, concrete line pumps, ladders, abseil/rope access etc				
Fee	Market	per week or part thereof	100.00	0%
Fee to amend application	Market	per week or part thereof	100.00	0%
Loading/Unloading - single residential properties only	Market	per week or part thereof	295.00	0%
OTHER PERFORMANCE BONDS				
Trees impacted by development				
(as required under a development or building application, or as advised by the City Greening and Leisure unit)				
Security Deposit	Security Deposit	per tree	2000.00 - 20000.00	0%
WASTE CONTAINERS ON THE PUBLIC WAY - section 68 of the LGA Act 1993				
Confiscation/Storage/Release Fee				
Small licenced bins 2.5m x 1.5m x 1m	Market	per container	1010.00	0%
All other sizes exceeding above dimensions:	Market	per container	1515.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CONSTRUCTION REGULATION				
WORKS ZONES				
See Ticket Parking Section for Parking Meter Space Removal Fees				
Deposit				
Project valued up to $100,000	Security Deposit	per frontage	13650.00	0%
Project valued over $100,000	Security Deposit	per frontage	28200.00	0%
Fees				
Application Fee (non refundable)	Full Cost	per application	1780.00	0%
Invoice Amendment Fee (non refundable)	Full Cost	per invoice amendment	172.00	0%
Consultant Advice				
Fee (recovery of Council costs plus 10% administration fee)	Full Cost	per occasion	Fee	0%
Core Area Works Zones				
All streets within area bounded by Alfred Street, Macquarie Street then Elizabeth Street to Eddy Avenue, Broadway and Wattle Street, plus Kings Cross.				
Up to 12 hours per day, for the first 12 months	Full Cost	Per lineal mtr per week	140.00	0%
Up to 12 hours per day, after 12 months	Full Cost	Per lineal mtr per week	180.00	0%
Over 12 hours per day, for the first 12 months	Full Cost	Per lineal mtr per week	180.00	0%
Over 12 hours per day, after 12 months	Full Cost	Per lineal mtr per week	207.00	0%
Note - Any fee increase approved by Council shall apply to existing and new Works Zones.				
Standard Works Zones				
(outside Core Area)				
Up to 12 hours per day, for the first 12 months	Full Cost	Per lineal mtr per week	90.00	0%
Up to 12 hours per day, after 12 months	Full Cost	Per lineal mtr per week	119.00	0%
Over 12 hours per day, for the first 12 months	Full Cost	Per lineal mtr per week	109.00	0%
Over 12 hours per day, after 12 months	Full Cost	Per lineal mtr per week	145.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PROPERTIES, ROADS AND FOOTWAYS				
FOOTWAY USAGE APPROVALS (including outdoor eateries)				
Rental fee for use of footway areas				
Zone 1 - Circular Quay; City Centre	Zero	per m2/annum	0.00	0%
Zone 1A - Darlinghurst; Woolloomooloo; South Sydney (East)	Zero	per m2/annum	0.00	0%
Zone 2 - Pyrmont; Ultimo; Chippendale; King St Newtown; Glebe Point Rd	Zero	per m2/annum	0.00	0%
Zone 3 - South Sydney (South)	Zero	per m2/annum	0.00	0%
Zone 4 - Glebe; Forest Lodge	Zero	per m2/annum	0.00	0%
Zone 5 - Regent St and Redfern St Redfern	Zero	per m2/annum	0.00	0%
Zone 6 - Darlinghurst Rd and William St	Zero	per m2/annum	0.00	0%
Zone 6A - Oxford St	Zero	per m2/annum	0.00	0%
Zone 7 - Various CBD Laneways	Zero	per m2/annum	0.00	0%
Administration Fee				
Administration Fee	Zero	per application	0.00	0%
Security Deposit				
Set at $500 or 3 months Licence Fee, whichever is the greater. Waived for 2022/23.				
Security Deposit	Security Deposit	per licence	0.00	0%
Extension of an existing approved Footway Usage Area, for a trial period (up to 12 months) by Resolution of Council				
Planning Assessment, Notification, Footway Usage Rental (for extended area only) and Administration fees	Zero	per application	0.00	0%
LICENCE FOR AIRSPACE ABOVE FOOTPATHS - (Verandahs and Balconies)				
Commercial - main streets				
Set by negotiation based on specifics of application				
Fee	Market	per m2/week	Fee + GST	10%
Commercial - other streets				
Set by negotiation based on specifics of application				
Fee	Market	per m2/week	Fee + GST	10%
ROAD CLOSURE AND SALE				
Application Fee				
Fee	Market	per application	8770.00	0%
Additional Fee				
Application fee may vary based on costs incurred by Council to process application				
Recoverable Fees (advertising, valuation etc)	Market	per application	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PROPERTIES, ROADS AND FOOTWAYS				
ROAD LEASING AND STRATUM LEASING FEES - under sections 153, 149 & 138 of the Roads Act 1993				
Road Leasing Fees				
Rental Charge	Market	per annum	Fee + GST	10%
Application Fee	Partial Cost	per application	5020.00	10%
Stratum Leasing Fees for Airspace above or Tunnel below Roads				
Rental Charge	Market	per annum	Fee + GST	10%
Recoverable Fees (advertising, valuation etc)	Market	per application	Fee + GST	10%
Consent under S.138 Roads Act				
Applicable to all S.138 consents, with the exception of Public Art.				
Rental Charge	Market	per annum	Fee + GST	10%
Recoverable Fees (advertising, valuation etc)	Market	per application	Fee + GST	10%
Renewals				
Application Fee	Partial Cost	per application	3220.00	10%
Assignment & Sub-lease				
Application Fee	Partial Cost	per application	740.00	10%
STREET VENDING CONSENT - under section 139 of the Roads Act 1993				
Administration				
Fee	Partial Cost	per application	1120.00	0%
Rental Charge				
Fee	Market	per annum	Fee	0%
Recoverable Fees (advertising, valuation etc)				
Fee	Market	per application	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PROPERTIES, ROADS AND FOOTWAYS				
SERVICE PIPELINES, CONDUITS AND CABLES LICENCE FEE (Use of Public Way)				
Stormwater pipelines				
Fee	Market	per metre	11.00	0%
Pipelines - Other than stormwater				
Up to 0.1m in diameter and up to 20m in length	Market	per annum	260.00	0%
Additional lengths (in excess of 20m)	Market	per metre	18.00	0%
Between 0.1m and 0.2m in diameter and up to 20m in length	Market	per annum	490.00	0%
Additional Charge over 20m	Market	per metre	34.00	0%
Over 0.2m in diameter and up to 20m in length	Market	per annum	720.00	0%
Additional Charge over 20m	Market	per metre	46.50	0%
Additional pipelines within same excavation	Market	per metre	5.70	0%
Cables & Conduits (up to 1km)				
Fee	Market	per metre	18.00	0%
Pipelines, Cables and Conduits (greater than 1 km)				
Underground	Market	per km	720.00	0%
Above ground	Market	per km	1480.00	0%
Other Structures laid, erected, suspended, constructed or placed on, under or over a public place (Section 611 LGA Act 1993)				
Assessed on a Commercial Basis	Market	per annum	Fee	0%
FILLER BOX / FILLER LINES				
Annual Licence Fee				
Existing Installations Only	Market	per licence	175.00	0%
Inspection Fee				
(Chargeable only in the case of an application for permission to install a new petrol fill box or relocation of a petrol fill box)				
Fee	Market	each	69.50	0%
OWNERS CONSENT FOR DEVELOPMENT APPLICATION (DA) - ON COUNCIL OWNED LAND				
Application Fee for Owners Consent to Minor DA's (i.e.: Shop Fit-out)				
Fee	Partial Cost	per application	260.00	0%
Application Fee for Owners Consent to Major DA's (i.e.: Structures on, over or below Council Owned Land)				
Fee	Partial Cost	per application	1320.00	0%
COMMERCIAL FILMING IN OR ON COUNCIL BUILDINGS				
Filming charges apply as per Filming on Council Streets, Parks and Open Space				
Additional Venue Hire Rates apply per building by negotiation	Market	per hour	Fee	0%
DISTRIBUTION OR DISPLAY OF ADVERTISING MATTER, OTHER MATERIALS AND ASSOCIATED STRUCTURES IN A PUBLIC PLACE				
Long Term/Commercial Promotions				
Assessed on a commercial basis	Market	per annum	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee		GST
ROADS MANAGEMENT					
TEMPORARY ROAD CLOSURES FOR CONSTRUCTION WORKS AND MOBILE CRANES					
Application Fees (non-refundable)					
Application Fee	Market	per approval	1812.00		0%
Deferred Date Application Fee	Market	per approval	993.00		0%
Road Closure Fees					
Major Road - Temporary full closure per block (full day rate)	Market	per lane/day	1970.00		0%
Minor road - Temporary full closure per block (full day rate)	Market	per lane/day	995.00		0%
Where road is closed for less than one day, the fee is calculated in 4-hour blocks, as a percentage of the full day rate for a major road closure or a minor road closure, as applicable					
Less than 4 hours	Market	per closure	25.00	%	0%
4 hours to less than 8 hours	Market	per closure	50.00	%	0%
8 hours to less than 12 hours	Market	per closure	75.00	%	0%
12 hours to less than 24 hours	Market	per closure	100.00	%	0%
24 hours or more	Market	per closure	pro rata		0%
USER PAYS SIGNPOSTING (excluding Works Zones)					
Administration Charge					
Per street block	Full Cost	per approval	158.00		0%
Signposting Cost					
As per tender rates	Full Cost	per item	Fee		0%
Urgent Installation Fee					
Less than 14 days	Full Cost	per approval	117.00		0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
ROADS MANAGEMENT				
TEMPORARY ROAD CLOSURE FOR STREET EVENTS				
Road Closure Fees				
Temporary Full or Partial Major Road Closure				
Commercial and Private Users	Market	per block per day	1025.00	0%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Zero	per block per day	0.00	0%
Temporary Full or Partial Minor Road Closure				
Commercial and Private Users	Market	per block per day	512.50	0%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Zero	per block per day	0.00	0%
Temporary Full Road Closure for Sporting Events (minimum: $2,000.00)				
Commercial and Private Users	Market	per 100 lineal metres	215.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	85.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	42.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	60.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	30.00	0%
ACTIVITIES REQUIRING APPROVAL OF COUNCIL -- under section 116(2) of the Roads Act 1993				
Applications for Consent				
Advertising (Recovery of Council costs)	Full Cost	per newspaper advertisement	Fee	0%
Administration Fee	Partial Cost	per application	2740.00	0%
OVERSIZE AND OVER MASS VEHICLE ACCESS				
Pavement Assessment (recovery of Council costs)	Full Cost	per application	Fee	0%
Route Assessment	Partial Cost	per application	273.00	0%
MISCELLANEOUS				
Street Furniture Supply, Storage, Install and Remove				
Removal, storage and re-installation - includes power and plumbing disconnection and/or reconnection, where required.				
Assessed on a commercial basis	Full Cost	per approval	Fee + GST	10%
Flood Planning				
Provision of Flood Study Numerical Model	Market	per application	220.00	10%
Driveway Linemarking				
Driveway Holding Lines	Market	per driveway	210.00	0%
Painted Chevron (Recovery of Council Costs)	Full Cost	per driveway	Fee	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
PUBLIC DOMAIN CHARGES				
DEVELOPMENT SITES / S138 ROADS ACT APPROVALS				
Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application.				
Note: bonds may be retained in full by the City until all public domain construction and rectification works are completed to City standards and the required documentation is provided. A minimum of 10% of the bond amount may be retained for the duration of the specified defects liability period.				
Public Domain Works Bond				
Applicable when works are constructed in the public domain (e.g.: for approved Public Domain Plans) and calculated on the total area (m2) and/or lineal metres (lm) of public domain works for each type of infrastructure listed below. A minimum area of 1 m2 and/or a minimum length of 1 lm apply. The Bond may also include and be held against potential damage to the public domain that may arise during the works in lieu of a separate Public Domain Damage Bond, to allow release of a separate Public Domain Damage Bond.				
Stone, Brick or Concrete Paver Footway	Security Deposit	per m2	845.00	0%
Asphalt or Concrete Footway	Security Deposit	per m2	387.00	0%
Asphalt Surfaced Roadway with Concrete Base	Security Deposit	per m2	705.00	0%
Asphalt Surfaced Roadway with DGB Roadbase	Security Deposit	per m2	490.00	0%
Concrete Roadway	Security Deposit	per m2	580.00	0%
Strip and Resurface Asphalt Roadway	Security Deposit	per m2	336.00	0%
Concrete Kerb & Gutter	Security Deposit	per lm	490.00	0%
Concrete Gutter Only	Security Deposit	per lm	295.00	0%
Stone Kerb	Security Deposit	per lm	730.00	0%
Grassed Area	Security Deposit	per m2	117.00	0%
Trees	Security Deposit	each	1530.00	0%
Public Domain Incomplete Lighting Works Bond				
Applicable when the completion of lighting works are delayed, due to unforeseen circumstances beyond the developer's control				
Incomplete Lighting Works - charged at cost of works, with a minimum charge of $1,000.00	Security Deposit	per application	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PUBLIC DOMAIN CHARGES				
DEVELOPMENT SITES / S138 ROADS ACT APPROVALS				
Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application.				
Public Domain Damage Bond				
Applicable to all public domain frontages (including footpaths and roadway) where the frontages may be damaged during the development works. The Bond is calculated on the total area (m2) of public domain frontage plus 2m for each adjoining property, multiplied by the corresponding rate for the existing footpath and roadway surface treatment, as listed below. A minimum area of 1 m2 applies. Note: a Kerb and Gutter Damage Bond may also apply, as listed below.				
Stone, Brick or Concrete Paver	Security Deposit	per m2	450.00	0%
Asphalt or Concrete	Security Deposit	per m2	204.00	0%
Kerb and Gutter Damage Bond				
May be applied by the City for protection of stone kerbs and gutters from damage or loss during development activity.				
Protection of Kerb and Gutter	Security Deposit	per lm	795.00	0%
Public Domain Inspections for S138/S139 Roads Act Approvals				
Inspection Fee - Works in the public domain - S138/S139 Roads Act Approvals				
Fee based on the cost of public domain works.				
Not Exceeding $10,000	Partial Cost	per application	1250.00	0%
Greater than $10,000, and up to $50,000	Partial Cost	per application	2305.00	0%
Greater than $50,000, and up to $250,000	Partial Cost	per application	4605.00	0%
Greater than $250,000, and up to $500,000	Partial Cost	per application	11510.00	0%
Greater than $500,000, and up to $1,000,000	Partial Cost	per application	18415.00	0%
Greater than $1,000,000, and up to $2.000.000	Partial Cost	per application	27625.00	0%
Greater than $2,000,000, and up to $5,000,000	Partial Cost	per application	38365.00	0%
Greater than $5,000,000	Partial Cost	per application	42970.00	0%
Public Domain Inspection - Subdivision Works and Construction Certificates				
Inspection Fee - works associated with land dedication				
Fee based on cost of subdivision and associated works.				
Not exceeding $10,000	Partial Cost	per application	1250.00	0%
Greater than $10,000, and up to $50,000	Partial Cost	per application	2305.00	0%
Greater than $50,000, and up to $250,000	Partial Cost	per application	4605.00	0%
Greater than $250,000, and up to $500,000	Partial Cost	per application	11510.00	0%
Greater than $500,000, and up to $1,000,000	Partial Cost	per application	18415.00	0%
Greater than $1,000,000, and up to $2,000,000	Partial Cost	per application	27625.00	0%
Greater than $2,000,000, and up to $5,000,000	Partial Cost	per application	38365.00	0%
Greater than $5,000,000	Partial Cost	per application	42970.00	0%
Review of Subdivision Works Documentation				
Application Fee - Notice of Public Domain Subdivision Work and PC Review of All Construction Certificate Documentation	Partial Cost	per application	650.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PUBLIC DOMAIN CHARGES				
DEVELOPMENT SITES / S138 ROADS ACT APPROVALS				
Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application.				
Public Domain Re-inspections				
Repeat Inspection Fee: applicable on the 3rd inspection where works remain non-compliant.				
Fee	Partial Cost	per inspection	316.00	0%
Public Domain Inspection - less than 24 hours notice call out				
Applicable if inspection can be accommodated at short notice.				
Fee	Partial Cost	per inspection	163.00	0%
Dewatering Connection Fees				
Application Fee (assessment of application)	Partial Cost	per application	785.00	0%
Peer Review Fee	Market	per application	2550.00	10%
Additional peer review to reflect requested amendments or updates to approved plans	Partial Cost	per review	530.00	10%
Security Bond (required if an underground connection into the City's stormwater pit is approved)	Security Deposit	per connection	13260.00	0%
DETERMINATION OF PUBLIC DOMAIN PLANS				
Applicable for development consents or under S138 / S139 Roads Act approvals.				
Single residential, small commercial or industrial property (less than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	316.00	0%
Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	650.00	0%
DETERMINATION OF PUBLIC DOMAIN LEVELS AND GRADIENTS				
(where approval is not included with the development application)				
Single residential, small commercial or industrial property (less than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	316.00	0%
Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	650.00	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
PUBLIC DOMAIN CHARGES				
STORMWATER DRAINAGE CONNECTIONS				
Connection to a City owned gully pit, manhole or underground pipe				
Application fee (work associated with assessment of application) *Note: an additional fee for the preparation of a positive covenant is chargeable in all cases - see Legal Document Preparation Fees.*	Partial Cost	per connection	650.00	0%
SECTION 138/139 ROADS ACT 1993 - INSTALLATION OF TEMPORARY GROUND ANCHORS IN THE ROAD RESERVE				
Application Fee *Based on the cost of work for temporary ground anchors in the City's footway or roadway.*				
Not exceeding $10,000				
Fee	Market	per application	650.00	0%
Greater than $10,000, and up to $100,000				
Fee plus	Market	per application	650.00	0%
In excess of $10,000	Market	per $1,000 over $10,000	6.40	0%
Greater than $100,000, and up to $500,000				
Fee plus	Market	per application	1226.00	0%
In excess of $100,000	Market	per $1,000 over $100,000	3.20	0%
Greater than $500,000, and up to $1,000,000				
Fee plus	Market	per application	2506.00	0%
In excess of $500,000	Market	per $1,000 over $500,000	3.20	0%
Exceeding $1,000,000				
Fee plus	Market	per application	4106.00	0%
In excess of $1,000,000	Market	per $1,000 over $1,000,000	3.20	0%
Inspection Fee				
Fee	Partial Cost	per application	368.00	0%
Damage Security Bond for Temporary Ground Anchors in the City's footway or roadway *Note: minimum bond of $250,000.00. Bonds will be retained in full by the City until six months after the de-stressing of the ground anchors has been accepted by the City.*				
Security Bond	Security Deposit	per lineal metre of frontage	7720.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
DRIVEWAY, ROADWAY, FOOTWAY AND KERB AND GUTTER CHARGES WHERE WORKS ARE PERFORMED BY THE APPLICANT OR THEIR CONTRACTOR				
ROADWAY, FOOTWAY, KERB & GUTTER FEES				
Road Opening Permit				
Permit Fee (chargeable in all cases)	Market	per permit	133.00	0%
Security Deposit (refundable 12 months after works completed to City specification, and in accordance with the City's Standard Conditions for Openings)				
Fee = 100% of calculated GST inclusive Council Restoration Charge where works are undertaken by Council (refer below)	Security Deposit	per permit	Fee	0%
Inspections by Council				
Inspection of restoration work performed by applicant or their contractors				
Standard 2 Inspection Fee (chargeable in all cases, including private and public utility works required as part of restoration)	Market	per restoration	941.00	0%
After Hours Call Out Inspection Fee (outside the hours between 6am to 3pm weekdays plus all weekend)	Market	per inspection	707.00	0%
Additional Inspections (applicable where corrective works required)	Market	per inspection	471.00	0%
DRIVEWAY FEES				
Applicant to Perform Own Works				
Please refer to Road Opening Permits for charges additional to inspection fees				
Confirm construction requirements and perform site inspections - cost includes two inspections and is chargeable in all cases	Market	each	973.00	0%
Additional site inspections (applicable where corrective works are required)	Market	per inspection	471.00	0%
ROAD OPENING PERMITS				
ROAD OPENING PERMITS				
Permit Fee				
Chargeable in all cases	Market	per permit	133.00	0%
Deposit - Per Permit				
Driveway Charges - refunds will be processed when the driveway is deemed complete and final inspection verifies works are to City standards. Restoration Charges - refunds/invoices will be processed when the temporary reinstatement complies with the City's Road Opening Conditions, and the costing of the permanent reinstatement has been determined				
Security Deposit (refundable - applicant performing own works)	Security Deposit	per permit	2913.00	0%
Establishment fee				
Will be applied to each restoration jobsite				
Establishment fee	Market	per site	151.00	0%

.

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL				

Restoration Charges - Notes

1: Prices quoted are inclusive of GST, unless indicated. Works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space as part of their responsibility of providing, managing and operating a utility network are free of GST.

2: All rates are per square metre (m2) or lineal metre (lm), and include cost of labour, materials and overheads unless stated.

3: Minimum charge per line item is 1 m2 or 1 lm, except for Bicycle Lane Separator, Bicycle Lane Coating and TGSI replacement.

4: An additional surcharge of 30% over standard rate is charged for works in high traffic locations within the CBD, for State or Regional Roads, or where required by RMS restrictions.

5: Openings greater than 10m2 but less than 50m2 within footways will be subject to a 5% reduction in restoration charges.

6: Openings of 50m2 or greater within footways will be subject to a 15% reduction in restoration charges.

ROADWAY

Asphalt Surfaced Roadway & Concrete Base including dowelling				
Site Establishment - including road plate/plant opening	Market	each	809.00	10%
Fee	Market	per m2	1362.00	10%
Concrete Roadway (including dowelling)				
Site Establishment - including road plate/plant opening	Market	each	809.00	10%
Fee	Market	per m2	730.00	10%
Asphalt Roadway & FCR Roadbase				
Fee	Market	per m2	550.00	10%
Strip & Resurface Asphalt Roadway (no base repairs)				
Fee	Market	per m2	381.00	10%
Stencilling of Concrete or Asphalt				
Fee	Market	per m2	104.00	10%

Stencilling - Notes

1: Stencilling is charged in addition to the Roadway Restoration surface and base materials required.

Bicycle Lane Separator				
Fee	Market	per lm	236.00	10%

Bicycle Lane Separator - Notes

1: Bicycle Lane Separator Fees are charged in addition to the Roadway Restoration surface and base required.

2: Bicycle Lane Separator replacement must be measured to the nearest full section lock-in joint at each end.

3: Minimum charge for Bicycle Lane Separator is 1.5 lm.

Bicycle Lane Counter/Loop				
Supply & Installation	Market	each	13902.00	10%

Bicycle Lane Counter/Loop - Notes

1. Any Bicycle Lane Counter/Loop damaged during road openings requires complete unit replacement in the permanent restoration.

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL				
ROADWAY				
Bicycle Lane Coating				
Establishment and installing colour	Market	each	2340.00	10%
Fee	Market	per m2	22.00	10%
Bicycle Lanes General - Notes -				
1. Roadway Restoration in Designated Bicycle Lanes must be the full width of the Designated Bicycle Lane and a minimum 1 metre in length to provide a safe permanent restoration for bicycle riders.				
Bicycle Lane Coating Notes -				
1: Bicycle Lane Coating Fees are charged in addition to the Roadway Restoration surface and base required.				
Linemarking				
Establishment fee for thermoplastic line marking	Market	each	1007.00	10%
Linemarking fee	Market	per lm	22.00	0%
Linemarking - Notes				
1: Linemarking Fee is charged in addition to the Roadway Restoration surface and base materials required.				
2: Linemarking includes lines, symbols and text adhered to the Roadway.				
Road Wooden Block Pavers				
Road Sub Base	Market	per m2	652.00	10%
Speed Cushions				
Supply of 1 x 1800mm wide rubber speed cushion	Market	each	1537.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL				
FOOTWAY				
Pebblecrete				
Fee	Market	per m2	519.00	10%
Concrete Footway				
Fee	Market	per m2	383.00	10%
Asphalt Footway & FCR Roadbase				
Fee	Market	per m2	298.00	10%
Asphalt Footpath with Concrete Base				
Fee	Market	per m2	585.00	10%
Strip & Resurface Asphalt Footway (no base repairs)				
Fee	Market	per m2	191.00	10%
Kerb Ramp (Concrete or Asphalt)				
Fee	Market	per kerb ramp	1838.00	10%
Kerb Ramp - Notes				
1: Any opening in a concrete or asphalt kerb ramp will require reconstruction of the whole kerb ramp.				
Tactile Ground Surface Indicators (TGSI)				
Directional Tactile (Strip)	Market	per strip	89.00	0%
Warning Tactile (Disc)	Market	per disc	12.50	0%
TGSI - Notes				
1: TGSI replacement is charged in addition to the Footway Restoration surface and base materials required.				
2: Minimum charge for directional or warning tactiles of $120.00 (does not apply when work amount for directional or warning tactile exceeds the charge).				
Concrete Footpath Joint - "Trip Stop" or equivalent				
Note: only for full depth concrete footpaths and concrete sub-base under other surface materials, applied along tree lined footpaths including, as a minimum, the areas under a tree canopy. Spaced at each joint with no dummy joints allowed.				
Supply Only	Full Cost	per piece	41.00	10%
Supply and Install	Full Cost	per piece	80.00	10%
Grassed Area				
Fee	Market	per m2	112.00	10%
Garden Area				
Fee	Market	per m2	272.00	10%
Tree Surrounds (Porous)				
Porous Terrabond or similar material	Market	per m2	513.00	10%
Crushed Granite	Market	per m2	167.00	10%
Soft Fall/Recycled Rubber				
Supply and Install	Market	per m2	502.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL				
FOOTWAY				
Establishment Fee				
All driveways constructed by the City will be charged an establishment fee for design and site costs.				
Site Establishment	Market	each	1530.00	10%
Stone, Brick or Concrete Pavers on a Reinforced Concrete Base (excluding paver supply)				
Fee	Market	per m2	1009.00	10%
150mm Concrete (Residential)				
Fee	Market	per m2	580.00	10%
200mm Concrete (Commercial)				
Fee	Market	per m2	643.00	10%
KERB & GUTTER				
Re-lay Kerb Stone (excluding kerb stone supply)				
Fee	Market	per lm	716.00	10%
Supply Kerb Stones				
Trachyte	Market	per lm	1845.00	10%
Granite	Market	per lm	1108.00	10%
Sandstone	Market	per lm	433.00	10%
Bluestone	Market	per lm	376.00	10%
Precast concrete	Market	per lm	88.00	10%
Construct Concrete Gutter				
Fee	Market	per lm	334.00	10%
Construct Concrete Kerb & Gutter				
Fee	Market	per lm	550.00	10%
Construct Unreinforced Dish Gutter (up to 900mm wide)				
Fee	Market	per lm	297.00	10%
EKI (Extended Kerb Inlet/Precast Concrete Pit Lintel)				
Supply and Install (recovery of the City's costs)	Full Cost	each	Fee + GST	10%
Stormwater Drainage Outlet in Kerbstone				
Fee	Market	per outlet	597.00	10%

Notes for Kerb and Gutter

1. To aid sustainability, the City encourages the preservation of existing kerbstones/pavers wherever possible.

2. Cracked and sawcut kerbstones/pavers are not reusable. Full replacement for all non-reusable kerbstones/pavers will be added to the permanent restoration to ensure the pre-road opening laid condition can be restored.

3. Reusable kerbstones/pavers must be returned in a clean state (fee of adhesive and/or mortar) to be accepted for re-use, to a designated storage location, at the instruction of the City's Restorations Coordinator.

4. A City Delivery Record of Reusable Kerbstones/Pavers (Road Opening Permit details plus reusable kerbstone/paver type and quantity in lm) is required to avoid the cost of replacement kerbstones/pavers being added to the permanent restoration charges.

5. Kerbstones/pavers may only be returned to the designated City storage location during business hours and following prior arrangement.

6. The City cannot guarantee availability of replacement kerbstones/pavers. Supply of replacement kerbstones/pavers may require research and sourcing from commercial suppliers, at the applicant's cost.

7. Where exact matching kerbstones/pavers are no longer available, the closest match alternative kerbstone/paver available will be substituted and, if due to size, texture or colour variations, the restoration may require replacement of a larger area than the initially measured permanent restoration, at the applicant's cost.

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL				
DECORATIVE PAVING				
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers and Restore Concrete Base (excluding paver supply)				
Fee	Market	per m2	823.00	10%
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers where no base repairs are required (excluding paver supply)				
Fee	Market	per m2	412.00	10%
Supply Replacement Stone Pavers				
All Quantities	Market	per m2	530.00	10%
Supply Replacement Brick or Concrete Pavers				
All Quantities	Market	per m2	112.00	10%

Notes for Decorative paving

1. To aid sustainability the City encourages the preservation of existing pavers wherever possible.
2. Cracked and sawcut pavers are not reusable. Full paver replacement for all non-reusable pavers will be added to Permanent Restoration to ensure Per Road Opening laid condition can be restored.
3. Reusable Pavers must be returned to the City Stoneyard in a clean state (free of adhesive and/or mortar) to be accepted for reuse.
4. City Stoneyard Delivery Record of Reusable Pavers (Road Opening Permit details plus reusable paver type and quantity in m2) is required to avoid the cost of replacement pavers being added to the Permanent Restoration charges.
5. Pavers may only be returned to the City Stoneyard during business hours and following prior arrangement.
6. The City cannot guarantee availability of replacement pavers. Supply of replacement pavers may require research and sourcing from commercial suppliers at the Applicant's cost.
7. Where exact matching pavers are no longer available the closest match alternative paver will be substituted and, due to size, texture or colour variations may require the replacement of a larger area than the initially measured permanent restoration at the Applicant's cost.

Description	Pricing Code	Unit of Measure	$ Fee	GST
MISCELLANEOUS INFRASTRUCTURE CHARGES				
MISCELLANEOUS INFRASTRUCTURE CHARGES				
Note: For all sites in the public domain, including utility restoration sites where applicable				
Stormwater Downpipe Connection (property to kerb)				
Supply and Lay	Market	per metre	292.00	10%
Crowd Control Barriers				
Hire Fee	Market	per barrier per day	36.00	0%
Delivery - (drop off or pickup)	Market	per delivery	126.00	0%
Recovery of Survey Infrastructure				
Survey to recover the position of survey infrastructure	Full Cost	per field day or part thereof	2850.00	0%
Replacement of Permanent Mark (Types 1, 2, 15)				
Replacement of survey infrastructure (surface) & associated works	Full Cost	each	3100.00	0%
Replacement of Permanent Mark (Types 4, 6, 7, 8 and City Alignment Marks)				
Replacement of survey infrastructure (sub-surface) & associated works	Full Cost	each	5600.00	0%
Supply, Installation and Removal of Street Furniture				
Remove Street Furniture	Full Cost	each	580.00	0%
Supply and Install SFA Bollard	Full Cost	each	1110.00	0%
Supply and Install City of Sydney Bollard	Full Cost	each	3361.00	0%
Supply and Install City of Sydney Bin	Full Cost	each	5817.00	0%
Supply and Install City of Sydney Seat	Full Cost	each	4126.00	0%
Supply and Install City of Sydney Bubbler	Full Cost	each	8018.00	0%
Unlock/Remove Bollard and Reinstate (temporary removal)	Full Cost	per site	143.00	0%
Street or Directional Signage				
Supply Only	Full Cost	each	252.00	0%
Supply and Install	Full Cost	each	705.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
MISCELLANEOUS INFRASTRUCTURE CHARGES				
MISCELLANEOUS INFRASTRUCTURE CHARGES				
Make Safe - For all Hazards				
Make Safe is only used to urgently remove a hazard to the community and does not preclude the contractor or authority from carrying out further works. Photographic evidence of the hazard will support any charges billed.				
Hire, Transport, Place Rails and Trestles/Temporary Fencing and Sand Bags	Market	per site	382.00	10%
Remove Public Hazard by placing cold mix or other suitable material or by mechanical grinding	Market	per site	394.00	10%
Place or Remove Steel Plate or other suitable cover	Market	per site	394.00	10%
Hire of Steel Plate or other suitable cover (min 7 days)	Market	per site	179.00	10%
Hire of Steel Plate or other suitable cover - after 7 days	Market	per day	30.00	10%
Fill Subsided Trench on Road/Footpath failure with appropriate material	Market	per site	585.00	10%
Damage to the City's infrastructure (market rate, subject to quotes received by the City's contractors)	Market	per site	Fee + GST	10%
Cleaning and Sealing of Granite or Other Type Pavers				
Fee	Market	per m2	55.00	10%
Pit Lid Infill to Match Surrounding Material Type				
Supply and Install Infill Material	Market	per m2	776.00	10%
Supply Metal Infill Pit Lid (Class D - suitable for road and footpath)	Market	per m2	2579.00	10%
Reset of private service access lids installed above/below finished service level				
Fee	Market	each	657.00	10%
Spotter Standby Fee - for excavation work near high pressure gas infrastructure				
Fee	Market	each	220.00	10%
Unknown/Complex Works/Technical Inspections				
Allows for, but not limited to: staff or contractor investigative costs; CCTV of drainage assets; core holes, compaction tests; stormwater drainage repairs - gully pits, pipes, lines, pit lintels, sub-soil drains; replacement of traffic calming facilities affected by road openings (such as chicanes, pedestrian refuges, and roundabouts); and clean-up costs.				
Recovery of City costs for hidden damage to affected surrounding/adjacent infrastructure, plus 35% overhead fee	Full Cost	each	Fee	0%
Artwork on Footway/Roadway or in Public Domain				
e.g.: mosaics, in-fill lettering, special materials and shapes etc.				
Recovery of City Costs	Full Cost	per site	Fee	0%
Street Lighting Modifications				
Based on the cost of removal (as assessed by Ausgrid) of Ausgrid-owned lighting assets				
Recovery of City Costs	Full Cost	each	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CAR SHARING PROGRAM				
CAR SHARE PARKING				
Car Share Parking Fees				
Car Share Parking Space Application, Installation & Administration Fee	Partial Cost	per bay	2515.00	0%
Administration Fee (for minor changes to bays i.e.: change of operator)	Partial Cost	per bay	485.00	0%
Removal of a Car Share space (Recovery of the City's costs)	Full Cost	per bay	Fee	0%
Replacement Annual Car Share Permit	Partial Cost	per permit per year	29.00	0%
Parking Space Levy (Recovery of the City's costs)	Full Cost	per bay	Fee	0%
Car Share Annual Permit Fee	Partial Cost	per permit per year	182.00	0%
New Car Share Operator Application Fee	Partial Cost	per application	1748.00	0%
RESIDENT PARKING				
RESIDENT PARKING PERMITS				
Resident Parking Permit - Differential Fee (sticker attached to window)				
All Precincts				
1st Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	p.a./ permit	44.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	63.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	p.a./ permit	84.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	167.00	0%
2nd Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	p.a./ permit	65.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	97.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	p.a./ permit	129.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	255.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESIDENT PARKING				
RESIDENT PARKING PERMITS				
Pensioners on Full Benefits				
1st Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	p.a./ permit	6.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	10.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	p.a./ permit	13.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	26.00	0%
2nd Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	p.a./ permit	28.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	41.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	p.a./ permit	56.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	112.00	0%
Replacement Resident Parking Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	14.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	21.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	per permit	27.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	55.00	0%
3-month, Interim and Temporary Construction Work Permits (dependent on eligibility)				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	44.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	63.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	per permit	84.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	167.00	0%
Support Worker Parking Permit				
Limit of 1 Permit for each vehicle used to provide in-home care	Partial Cost	p.a./ permit	56.00	0%
Replacement permit (subject to submission of statutory declaration)	Partial Cost	p.a./ permit	28.00	0%
Carers' Parking Permit				
Limit of 1 Permit per household annually	Partial Cost	p.a./permit	56.00	0%
Replacement Permit (subject to submission of statutory declaration)	Partial Cost	p.a./permit	28.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RESIDENT PARKING				
RESIDENT PARKING PERMITS				
Resident Visitor Parking Permit				
Individual scratch card parking permits (dependent on eligibility). Note: annual allotments in lots of 10 are able to be purchased.				
One Visitor Parking Permit - Standard	Partial Cost	per scratch card	2.00	0%
One Visitor Parking Permit - Pensioner on full benefits	Partial Cost	per scratch card	1.00	0%
Zone A Permit - 10 Permit annual allocation	Partial Cost	p.a./ allotment	20.00	0%
Zone A Permit - 30 Permit annual allocation	Partial Cost	p.a./ allotment	60.00	0%
Zone A Permit - 40 Permit annual allocation	Partial Cost	p.a./ allotment	80.00	0%
Zone A Permit - 10 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	10.00	0%
Zone A Permit - 30 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	30.00	0%
Zone A Permit - 40 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	40.00	0%
Zone B Permit - 20 Permit annual allocation	Partial Cost	p.a./ allotment	40.00	0%
Zone B Permit - 40 Permit annual allocation	Partial Cost	p.a./ allotment	80.00	0%
Zone B Permit - 60 Permit annual allocation	Partial Cost	p.a./ allotment	120.00	0%
Zone B Permit - 20 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	20.00	0%
Zone B Permit - 40 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	40.00	0%
Zone B Permit - 60 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	60.00	0%
Visitor Parking Permit - Tradespersons				
Limit of six 1-week permits per household annually	Partial Cost	p.a./permit	56.00	0%
Business Parking Permit				
Initial Business Parking Permits				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	30.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	44.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	per permit	57.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	113.00	0%
Replacement Business Parking Permits				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	16.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	.23.00	0%
Standard Fee - Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG	Partial Cost	per permit	29.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	56.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
PARKING STATIONS				
GOULBURN ST PARKING STATION				
Permanent Parking				
Unreserved Parking - Hybrid Vehicle	Market	monthly	330.00	10%
Unreserved Parking - General	Market	monthly	440.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	374.00	10%
Reserved Parking - General	Market	monthly	550.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	80.00	10%
Casual Parking				
Casual Parking - maximum hourly rate	Market	flat rate	11.00	10%
Casual Parking - maximum daily rate	Market	flat rate	50.00	10%
Evening Rates (entry and exit conditions apply)				
Monday - Friday (maximum charge)	Market	flat rate	20.00	10%
Weekend Parking Rates (entry and exit conditions apply)				
Weekends and Public Holidays (maximum charge)	Market	flat rate	20.00	10%
Casual Parking Meter Rates - Other Transport Modes				
Motorcycle/Moped	Market	per hour	1.00	10%
Motorcycle/Moped	Market	flat rate	7.00	10%
Reduced Parking Fee - Rooftop Special (if offered)				
Fee - maximum charge (entry and exit conditions apply)	Market	flat rate	20.00	10%
Lost Ticket Fee				
Monday - Sunday, Public Holidays	Market	per ticket per day	50.00	10%
After Hours Release of Vehicle				
Monday - Sunday, Public Holidays	Market	per vehicle	55.00	10%
Discount Parking				
Community Groups	Market	flat rate	12.00	10%
Charity Groups	Market	flat rate	12.00	10%
Police	Market	flat rate	15.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%
Parking Rates - Parking Station Special Events				
For special events held within parking stations				
Parking Rates				
Weekdays - per space (maximum charge)	Market	per day	25.00	10%
Weekends - per space (maximum charge)	Market	per day	20.00	10%
Security Deposit - Parking Station Special Events				
For special events held within parking stations				
Security Deposit				
15% of Total Hire Cost - minimum $1,000.00	Security Deposit	per day	Fee	0%
Administration/Cleaning Fees - Events				
Fee (on Application)	Market	per event	Fee	10%
Commercial Filming at Parking Stations				
As per Filming on Council Streets, Parks and Open Space				
Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
PARKING STATIONS				
KINGS CROSS PARKING STATION				
Permanent Parking				
Unreserved Parking - Hybrid Vehicle	Market	monthly	165.00	10%
Unreserved Parking - General	Market	monthly	264.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	205.00	10%
Reserved Parking - General	Market	monthly	308.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	80.00	10%
Casual Parking				
Casual Parking - maximum hourly rate	Market	flat rate	9.00	10%
Casual Parking - maximum daily rate	Market	flat rate	40.00	10%
Evening Rates (entry and exit conditions apply)				
Monday - Friday (maximum charge)	Market	flat rate	20.00	10%
Weekend Parking Rates (entry and exit conditions apply)				
Weekends (maximum charge)	Market	flat rate	20.00	10%
Casual Parking - Other Transport Modes				
Motorcycle/Moped	Market	per hour	1.00	10%
Motorcycle/Moped	Market	flat rate	7.00	10%
Garage Parking				
Small	Market	monthly	350.00	10%
Large	Market	monthly	385.00	10%
Lost Ticket Fee				
Monday - Sunday, Public Holidays	Market	per ticket per day	40.00	10%
Discount Parking				
Community Groups	Market	flat rate	12.00	10%
Charity Groups	Market	flat rate	12.00	10%
Police	Market	flat rate	10.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%
Reduced Parking Fee - Basement Special (if offered)				
Fee - maximum charge (entry and exit conditions apply)	Market	flat rate	20.00	10%
Parking Rates - Parking Station Special Events				
For special events held within parking stations				
Parking Rates				
Weekdays - per space	Market	per day	15.00	10%
Weekends - per space	Market	per day	15.00	10%
Security Deposit - Parking Station Special Events				
For special events held within parking stations				
Security Deposit				
15% of Total Hire Cost - minimum $1,000.00	Security Deposit	per day	Fee	0%
Administration/Cleaning Fees - Events				
Fee (on application)	Market	per event	Fee	10%
Commercial Filming at Parking Stations				
As per Filming on Council Streets, Parks and Open Space				
Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
TICKET PARKING				
TICKET PARKING CHARGES				
The peak and off-peak rates outlined below apply to defined areas within the LGA. A map of the defined areas, and the peak and off-peak hours, are displayed on the Council website. The rate charged by a particular ticket machine may vary, depending on demand.				
Refer to: https://www.cityofsydney.nsw.gov.au/explore/getting-around/parking/parking-meters				
Peak Rates				
Area 1	Market	per hour	7.80	10%
Area 2	Market	per hour	6.60	10%
Area 3	Market	per hour	5.60	10%
Off Peak Rates				
Area 1	Market	per hour	4.60	10%
Area 2	Market	per hour	4.60	10%
Area 3	Market	per hour	3.60	10%
Ticket Parking Space Usage Fees				
Applications - 3 business days notice is recommended				
Administration Fee	Full Cost	per application	60.00	0%
Administration Fee - amendments and cancellations after initial application	Full Cost	per application	60.00	0%
Use of Ticket Parking Space - per space or 6m of kerb (Monday - Friday)	Full Cost	per space per day	85.00	0%
Use of Ticket Parking Space - per space or 6m of kerb (Saturday, Sunday and Public Holidays)	Full Cost	per space per day	60.00	0%
Ticket Parking Machine Removal/Relocation Fees				
Administration Fee	Market	per application	60.00	0%
Administration Fee - amendments and cancellations after initial application	Full Cost	per application	60.00	0%
Ticket Parking Machine Relocation Fees (on new footing)				
Per machine	Market	per relocation	1092.00	0%
Ticket Parking Machine Removal Fees				
Per machine	Market	per removal	306.00	0%
Ticket Parking Machine installation on New Footing				
Per machine	Full Cost	per installation	765.00	0%
Ticket Parking Machine Reinstallation on Existing Footing				
Per machine	Full Cost	per re-installation	306.00	0%
Tariff Programming				
Per machine	Market	per tariff / programming	72.00	10%
Tariff Card Replacement				
Per machine	Market	per replacement	31.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CLEANSING & WASTE				
CLEANSING & WASTE - PLANT AND LABOUR				
Labour Hire				
Minimum Charge: 4 Hours. All plant must be operated by City of Sydney staff				
Supervisor	Market	per hour	60.00	10%
Supervisor (Nights & Weekends)	Market	per hour	100.00	10%
Supervisor (Public Holidays)	Market	per hour	149.00	10%
Operator	Market	per hour	55.00	10%
Operator (Nights and Weekends)	Market	per hour	78.00	10%
Operator (Public Holidays)	Market	per hour	116.00	10%
Plant Hire				
All plant must be operated by City of Sydney staff				
2 Tonne Tipper / Response Truck	Market	per 4 hours	254.00	10%
Road Sweeper	Market	per hour	350.00	10%
Garbage Compactor	Market	per hour	248.00	10%
Footway Sweeper	Market	per hour	215.00	10%
Stream Plant	Market	per 4 hours	254.00	10%
Mobile Garbage Bin - Hire 240L	Market	per bin	12.00	10%
Mobile Garbage Bin - Delivery and Retrieval per 15 240L Bin count	Market	per delivery	254.00	10%
Mobile Garbage Bin - Hire 660L	Market	per bin	32.00	10%
Mobile Garbage Bin - Hire 1100L	Market	per bin	42.00	10%
Mobile Garbage Bin - Delivery and Retrieval per 4 660L/1100L Bin count	Market	per delivery	254.00	10%
Skip Bin Hire	Market	per unit	1958.00	10%
Other Charges				
Tipping Fees - General Waste	Full Cost	per tonne	Fee + GST	10%
Tipping Fees - Comingled Recycling	Full Cost	per tonne	Fee + GST	10%
Graffiti Removal (recovery of the City's costs)	Full Cost	per hour	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CLEANSING & WASTE				
DOMESTIC WASTE CHARGES				
Domestic Waste Management Annual Availability Charge (DWMAAC)				
Single Services				
Minimum Domestic Waste Charge (<120 Ltr Bin)	Full Cost	annual	323.00	0%
Domestic Waste Charge (120 Ltr Bin)	Full Cost	annual	491.00	0%
Domestic Waste Charge (240 Ltr Bin)	Full Cost	annual	987.00	0%
Shared Services				
Determined by the total domestic waste bin capacity at the site, divided across the eligible rateable properties:				
Minimum: up to 80 Ltrs				
Standard: 81 Ltrs to 160 Ltrs				
Large: 161 Ltrs to 240 Ltrs				
Extra Large: over 240 Ltrs				
For further information, please refer to the City's Revenue Policy.				
Minimum Domestic Waste Charge	Full Cost	annual	323.00	0%
Minimum Domestic Waste Charge 2 x weekly	Full Cost	annual	372.00	0%
Minimum Domestic Waste Charge 3 x weekly	Full Cost	annual	411.00	0%
Standard Domestic Waste Charge	Full Cost	annual	491.00	0%
Standard Domestic Waste Charge 2 x weekly	Full Cost	annual	532.00	0%
Standard Domestic Waste Charge 3 x weekly	Full Cost	annual	586.00	0%
Large Domestic Waste Charge	Full Cost	annual	770.00	0%
Large Domestic Waste Charge 2 x weekly	Full Cost	annual	814.00	0%
Large Domestic Waste Charge 3 x weekly	Full Cost	annual	879.00	0%
Extra Large Domestic Waste Charge 1 x weekly	Full Cost	annual	987.00	0%
Extra Large Domestic Waste Charge 2 x weekly	Full Cost	annual	1031.00	0%
Extra Large Domestic Waste Charge 3 x weekly	Full Cost	annual	1075.00	0%
7 Day Collection Area				
7 Day Collection Area Charge	Full Cost	annual	524.00	0%
STORMWATER MANAGEMENT SERVICE CHARGE				
Annual Charge				
Residential - Non-Strata	Full Cost	per property	25.00	0%
Strata Lot within Residential building	Full Cost	per lot	12.50	0%
Business - Non-Strata	Full Cost	per 350sq.m or part thereof	25.00	0%
Strata lot within non-residential building (proportion of Business - Non Strata Charge - minimum charge of $5.00)	Full Cost	per lot	Fee	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CLEANSING & WASTE				
RESOURCE RECOVERY - DOMESTIC WASTE SERVICE				
Mobile Garbage Bin (MGB) Replacement				
Charges include supply and delivery of the bin				
General Waste Bin (Red)				
50 litre bin	Market	per bin	125.00	0%
60 litre bin	Market	per bin	90.00	0%
70 litre bin	Market	per bin	180.00	0%
80 litre bin	Market	per bin	85.00	0%
120 litre bin	Market	per bin	90.00	0%
240 litre bin	Market	per bin	100.00	0%
360 litre bin	Market	per bin	150.00	0%
660 litre bin	Market	per bin	700.00	0%
1100 litre bin	Market	per bin	800.00	0%
Recycling Bin (Yellow)				
Recycling bin	Zero	per bin	0.00	0%
Organic Waste Bin (Green)				
Organic waste bin	Zero	per bin	0.00	0%
Food Scraps Bin				
Food Scraps Caddy	Partial Cost	per bin	10.00	0%
Food Scraps Bin - 70 litre	Partial Cost	per bin	140.00	0%
Repair of Mobile Garbage Bins (MGB)				
includes supply and replacement, and recycling of replaced part				
Lids				
up to 360 litre bin	Market	per bin / repair incident	30.00	0%
660 litre bin	Market	per bin / repair incident	180.00	0%
1100 litre bin	Market	per bin / repair incident	220.00	0%
Wheels				
up to 360 litre bin	Partial Cost	per bin / repair incident	35.00	0%
660 litre bin	Partial Cost	per bin / repair incident	65.00	0%
1100 litre bin	Partial Cost	per bin / repair incident	65.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
FILMING				
FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES				
Ultra Low Impact Filming ("News Crew Style")				
Generally less than 10 crew, 1 camera, sound and 1 light, not on the road, and no disruption to public access or services or parking requirements				
Application Fee	Legislative	per booking	0.00	0%
Low Impact Filming				
11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base				
Application Fee	Legislative	per booking	150.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	42.50	0%
Late Application Fee	Full Cost	per booking	600.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	85.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	60.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	30.00	0%
Medium Impact Filming				
26-50 crew, max 10 trucks, some equipment, unit base				
Application Fee	Legislative	per booking	300.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	1200.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday)	Market	per car space per day	85.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	42.50	0%
Use of Ticket Parking (Saturday - Sunday)	Market	per car space per day	60.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	30.00	0%
High Impact Filming				
More than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base				
Application Fee	Legislative	per booking	500.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	2000.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday)	Market	per car space per day	85.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	42.50	0%
Use of Ticket Parking (Saturday - Sunday)	Market	per car space per day	60.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	30.00	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
FILMING				
FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES				
City of Sydney as a Tourist Destination				
When the production's primary purpose is to highlight the City of Sydney as a tourist destination				
Application Fee	Zero	per booking	0.00	0%
Site Inspection	Zero	per booking	0.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday)	Market	per car space per day	by negotiation	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	by negotiation	0%
Use of Ticket Parking (Saturday - Sunday)	Market	per car space per day	by negotiation	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	by negotiation	0%
Parking Only				
When filming in private property and parking is required				
Application Fee - Parking Only	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	600.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	85.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	42.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	60.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	30.00	0%
Traffic Control Assessment				
Low (Partial Road Closure - stop/slow traffic control on local or Council managed road - Police consultation required)	Legislative	per assessment	300.00	0%
Medium (Partial Road Closure - stop/slow traffic control on a multi-lane or state road - Police and RTA consultation required)	Legislative	per assessment	100.00	0%
Road Closure fees and charges are subject to Traffic Committee Approval and appear under Street Events in this Schedule of Fees and Charges.				
Miscellaneous Charges				
Site Supervision (Minimum 4 hour call out)	Market	per hour	75.00	10%
Catering in Park or Open Space if filming on private property	Market	per hour	150.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
VENUE HIRE				
Venue Hire Fees and associated charges relating to Sydney Town Hall, Town Hall House, Paddington Town Hall and the Barnet Long Room at Customs House are detailed in Appendix 1				
PUBLIC LIABILITY INSURANCE (ALL VENUES)				
All parties hiring City facilities are required to provide proof of a $10 million Public Liability Insurance Policy before bookings can be confirmed. Individuals and small community groups unable to provide insurance cover, may make application to be covered under the City's Community Engagement Liability Policy at the following fee rates:				
Level 1				
Venue Booking Fees < $450 excluding GST	Partial Cost	per booking	30.00	10%
Level 2				
Venue Booking Fees between $450 and $1800 excluding GST	Partial Cost	per booking	110.00	10%
Level 3				
Venue Booking Fees > $1800 excluding GST	Partial Cost	per booking	225.00	10%
MARKETS				
Ongoing Markets				
Venue Hire				
Registered Charity or NFP Operator - 10% of gross stall holder fees (new markets attract no fee for the first 12 months of operation)	Market	per booking	Fee + GST	10%
Commercial Operator - 20% of gross stall holder fees	Market	per booking	Fee + GST	10%
Site Maintenance Fee				
By Negotiation	Market	per booking	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY HALL HIRE				
DISCOUNTED HIRE RATES				
All Hirers				
15% discount may be applied for block bookings of seven or more days for eligible hirers, on application, and subject to availability.	Partial Cost	per booking	Fee + GST	10%
Community/Not for Profit Organisation/Social Enterprise				
50% Discount applies to standard hire fee. Further discounts may be available to community groups on application only (conditions apply)	Partial Cost	per booking	Fee + GST	10%
Self-Help Groups				
50% Discount applies to Community/ Not for Profit organisations/Social Enterprise fee. Available to self-help and support groups on application only (conditions apply). Further discounts available to self-help groups on application	Partial Cost	per booking	Fee + GST	10%
STANDARD HIRE RATES				
Alexandria Town Hall, Redfern Town Hall, Glebe Town Hall, Erskineville Town Hall, Waterloo Town Hall				
Main Hall at all of the above venues (excluding Glebe Town Hall)				
Weekday rate per hour	Market	per hour	59.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	89.00	10%
Weekday full day rate	Market	per day	355.00	10%
Weekend and public holiday full day rate	Market	per day	895.00	10%
Main Hall - Glebe Town Hall only				
Weekday rate per hour	Market	per hour	71.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	107.00	10%
Weekday full day rate	Market	per day	430.00	10%
Weekend and public holiday full day rate	Market	per day	1325.00	10%
Meeting Room (at all the above venues)				
Weekday rate per hour	Market	per hour	36.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	215.00	10%
Weekend and public holiday full day rate	Market	per day	560.00	10%
Small Hall (at all the above venues)				
Weekday rate per hour	Market	per hour	51.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	71.50	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	715.00	10%
Chamber Hall A or B (half hall) - Glebe Town Hall only				
Weekday rate per hour	Market	per hour	44.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	260.00	10%
Weekend and public holiday full day rate	Market	per day	550.00	10%
Abraham Mott Hall				
Weekday rate per hour	Market	per hour	59.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	89.00	10%
Weekday full day rate	Market	per day	355.00	10%
Weekend and public holiday full day rate	Market	per day	895.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY HALL HIRE				
STANDARD HIRE RATES				
Peter Forsyth Auditorium				
Weekday rate per hour	Market	per hour	63.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	68.50	10%
Weekday full day rate	Market	per day	375.00	10%
Weekend and public holiday full day rate	Market	per day	680.00	10%
Brown St, Newtown				
Weekday rate per hour	Market	per hour	51.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	71.50	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	715.00	10%
Benledi Community Room				
Weekday rate per hour	Market	per hour	51.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	71.50	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	715.00	10%
Sydney Park Pavilion (Alan Davidson Facility)				
Weekday rate per hour	Market	per hour	71.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	140.00	10%
Weekday full day rate	Market	per booking	430.00	10%
Weekend and public holiday full day rate	Market	per booking	1410.00	10%
Cliff Noble Centre, Booler Centre, Abraham Mott Centre, Reg Murphy Centre, Harry Jensen Centre (per room/area), Joseph Sargeant Centre, Redfern Oval Community Room, Mary McDonald Centre, Ron Williams Centre, St Helens Centre				
Weekday rate per hour	Partial Cost	per hour	48.00	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	52.00	10%
Weekday full day rate	Market	per day	285.00	10%
Weekend and public holiday full day rate	Market	per day	520.00	10%
Voluntary Support Services	Partial Cost	per booking	0.00-15.00	10%
The Rex Centre				
Weekday rate per hour	Market	per hour	59.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	68.50	10%
Weekday full day rate	Market	per day	355.00	10%
Weekend and public holiday full day rate	Market	per day	680.00	10%
Tote Building Community Space				
Main Room and Community Spaces				
Weekday rate per hour	Market	per hour	48.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	52.00	10%
Weekday full day rate	Market	per day	285.00	10%
Weekend and public holiday full day rate	Market	per day	520.00	10%
Meeting Rooms				
Weekday rate per hour	Market	per hour	24.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	26.00	10%
Weekday full day rate	Market	per day	143.00	10%
Weekend and public holiday full day rate	Market	per day	260.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY HALL HIRE				
STANDARD HIRE RATES				
East Sydney Community Arts Centre				
Weekday rate per hour	Market	per hour	48.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	52.00	10%
Weekday full day rate	Market	per day	285.00	10%
Weekend and public holiday full day rate	Market	per day	520.00	10%
Darlinghurst Community Space				
Weekday rate per hour	Market	per hour	48.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	52.00	10%
Weekday full day rate	Market	per day	285.00	10%
Weekend and public holiday full day rate	Market	per day	520.00	10%
Harold Park Tram Shed Community Space				
Weekday rate per hour	Market	per hour	71.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	107.00	10%
Weekday full day rate	Market	per day	430.00	10%
Weekend and public holiday full day rate	Market	per day	1350.00	10%
Robyn Kemmis Reserve Community Space				
Weekday rate per hour	Market	per hour	32.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	49.50	10%
Weekday full day rate	Market	per day	200.00	10%
Weekend and public holiday full day rate	Market	per day	495.00	10%
Community	Partial Cost	per booking	0.00-15.00	10%
Sydney Park Cycling Centre				
Weekday rate per hour	Market	per hour	32.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	49.50	10%
Weekday full day rate	Market	per day	200.00	10%
Weekend and public holiday full day rate	Market	per day	495.00	10%
Community	Partial Cost	per booking	0.00-15.00	10%
119 Redfern Street Redfern				
Weekday rate per hour	Market	per hour	32.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	49.50	10%
Weekday full day rate	Market	per day	200.00	10%
Weekend and public holiday full day rate	Market	per day	495.00	10%
Community	Partial Cost	per booking	0.00-15.00	10%
ADDITIONAL CHARGES				
Applies to all Community Halls				
Additional Charges				
Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1300.00	10%
Cleaning Fee - quoted upon request	Market	per booking	Fee + GST	10%
Security Fee - quoted upon request	Market	per booking	Fee + GST	10%
Room set up - quoted upon request	Market	per booking	Fee + GST	10%
Weddings Surcharge (Fee plus 10%)	Market	per booking	Fee + GST	10%
Lighting Rig Operator (Glebe Town Hall only) - quoted upon request	Market	per booking	Fee + GST	10%
Additional Site Inspections (by appointment, subject to availability)	Full Cost	per booking	85.00	10%
Rehearsal Rate				
Discounts available for rehearsals at selected venues - on application only (conditions apply)	Partial Cost	per booking	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY HIRE				
HIRE OF LIBRARY AS A VENUE				
Hire of Library as a venue				
Venue Hire - Commercial	Market	per hour	220.00	10%
Venue Hire - Community	Market	per hour	110.00	10%
Staff site supervision	Full Cost	per supervisor per hour	Fee + GST	10%
Security (recovery of the City's costs)	Full Cost	per booking	Fee + GST	10%
AV Technician - quoted upon request (minimum: 3 hours)	Market	per hour	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
Late Exit Fee (all library rooms and facilities)	Partial Cost	per half hour	56.00	10%
Cancellation Fee	Partial Cost	per cancellation	36.00	10%
Customs House Library				
Available during library opening hours only				
Level 2 Meeting Room				
Commercial	Market	per hour	63.00	10%
Community Groups	Partial Cost	per hour	31.50	10%
Additional Charges				
Cancellation Fee - applied if booking is cancelled within 24 hours of booking	Partial Cost	per booking	31.50	10%
Training Room				
Commercial	Market	per hour	63.00	10%
Community	Partial Cost	per hour	31.50	10%
HIRE OF LIBRARY MEETING/TRAINING/IT ROOMS				
Kings Cross Library				
Available during library opening hours only				
Training Room				
Commercial	Market	per hour	63.00	10%
Community Groups	Partial Cost	per hour	31.50	10%
Additional Charges				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
AV Technician - quoted upon request	Market	per booking	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%
Surry Hills Library				
Available during library opening hours only				
Training Room				
Commercial	Market	per hour	63.00	10%
Community Groups	Partial Cost	per hour	31.50	10%
Additional Charges				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
AV Technician - quoted upon request	Market	per booking	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY HIRE				
HIRE OF LIBRARY MEETING/TRAINING/IT ROOMS				
Green Square Library				
Tower				
Computer Lab - Commercial	Market	per hour	63.00	10%
Computer Lab - Community	Partial Cost	per hour	31.50	10%
Computer Lab - Student	Zero	per hour	0.00	10%
Music Room - Commercial	Market	per hour	63.00	10%
Music Room - Community Groups	Partial Cost	per hour	31.50	10%
Music Room - Students	Partial Cost	per hour	16.00	10%
Anything Room - Commercial	Market	per hour	63.00	10%
Anything Room - Community	Partial Cost	per hour	31.50	10%
Anything Room - Student	Zero	per hour	0.00	10%
Rainbow Room - Commercial	Market	per hour	63.00	10%
Rainbow Room - Community	Partial Cost	per hour	31.50	10%
Tower - Additional Charges				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
Security - quoted upon request for bookings outside library opening hours	Market	per booking	Fee + GST	10%
AV Technician - quoted upon request	Market	per booking	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%
Cancellation Fee - applied if booking is cancelled within 24 hours of booking	Partial Cost	per booking	31.50	10%
Meeting Rooms				
Available during library opening hours only				
Aqua Room - Commercial	Market	per hour	47.00	10%
Aqua Room - Community Groups	Partial Cost	per hour	23.50	10%
Aqua Room - Student	Zero	per hour	0.00	10%
Yellow Room - Commercial	Market	per hour	47.00	10%
Yellow Room - Community Groups	Partial Cost	per hour	23.50	10%
Yellow Room - Students	Zero	per hour	0.00	10%
Navy Room - Commercial	Market	per hour	47.00	10%
Navy Room - Community Groups	Partial Cost	per hour	23.50	10%
Navy Room - Students	Zero	per hour	0.00	10%
Meeting Rooms - Additional Charges				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY HIRE				
HIRE OF LIBRARY MEETING/TRAINING/IT ROOMS				
Darling Square Library				
Level 1				
Idea Space - Half - Commercial	Market	per hour	53.00	10%
Idea Space - Half - Community Groups	Partial Cost	per hour	26.50	10%
Idea Space - Half - Student	Zero	per hour	0.00	10%
Idea Space - Full - Commercial	Market	per hour	94.00	10%
Idea Space - Full - Community Groups	Partial Cost	per hour	47.00	10%
Idea Space - Full - Student	Zero	per hour	0.00	10%
Meeting Room - Commercial	Market	per hour	47.00	10%
Meeting Room - Community Groups	Partial Cost	per hour	23.50	10%
Meeting Room - Students	Zero	per hour	0.00	10%
Additional Charges - Idea Space				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
AV Technician - quoted upon request	Market	per booking	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%
Cancellation Fee - applies if booking is cancelled within 24 hours of booking	Partial Cost	per booking	31.50	10%
Additional Charges - Meeting Room				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
Level 2				
Available during library opening hours only				
Meeting Room - Commercial	Market	per hour	47.00	10%
Meeting Room - Community	Partial Cost	per hour	23.50	10%
Meeting Room - Students	Zero	per hour	0.00	10%
Additional Charges				
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY CENTRES				
SURRY HILLS LIBRARY & COMMUNITY CENTRE				
Security Deposit				
Standard Rate	Security Deposit	per hire	540.00	0%
Community Rate	Security Deposit	per hire	107.00	0%
Function Room Hire				
Standard Rate (8am - 5pm)	Market	per hour	57.00	10%
Local Community / Not for Profit Organisations (8am - 5pm)	Partial Cost	per hour	28.50	10%
Standard Rate (Sunday-Wednesday, 5pm-midnight)	Market	per hour	112.00	10%
Local Community / Not for Profit Organisations (Sunday-Wednesday, 5pm-midnight)	Partial Cost	per hour	28.50	10%
Standard Rate (Thursday-Saturday, 5pm-midnight)	Market	per hour	224.00	10%
Local Community / Not for Profit Organisations (Thursday-Saturday, 5pm-midnight)	Partial Cost	per hour	57.00	10%
Commercial Bookings - Bump In/Out	Market	per hour	33.50	10%
Security staff for evenings	Market	per officer per hour	Fee + GST	10%
RECREATION / COMMUNITY CENTRES				
REDFERN COMMUNITY CENTRE				
Centre Hire				
Community Rate - all spaces - on application (conditions apply)	Partial Cost	per hour	0.00 - 30.50	10%
Meeting / Activity Room / Kitchen				
Standard	Partial Cost	per hour	34.00	10%
Performance Space / Youth Space				
Standard	Partial Cost	per hour	56.50	10%
Studio Equipment				
PA Operator	Full Cost	per hour	48.00	10%
Small Equipment (amps, mics etc) - concession/community rate	Partial Cost	per day	0.00 - 30.50	10%
Studio Ticket Training - Community	Partial Cost	per course	0.00 - 36.00	10%
Studio Ticket Training - Standard	Partial Cost	per course	60.00	10%
Studio Use				
Community Groups Studio use	Partial Cost	per hour	0.00 - 30.50	10%
Standard Studio use (commercial/government)	Partial Cost	per hour	56.50	10%
Studio Operator - Senior	Full Cost	per hour	75.50	10%
Studio Operator - Basic	Full Cost	per hour	50.00	10%
Additional Venue Hire Costs				
Staffing out of hours	Full Cost	each	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RECREATION / COMMUNITY CENTRES				
ULTIMO COMMUNITY CENTRE				
Court Hire - Community				
3/4 Court - Basketball / Netball / Volleyball	Partial Cost	per hour	30.50	10%
Outdoor full court	Partial Cost	per hour	20.00	10%
Outdoor full court - after hours	Market	per hour	40.00	10%
Casual Court Use - per person	Partial Cost	per use	0.00 - 7.00	10%
Court Hire - Standard				
3/4 Court - Basketball / Netball / Volleyball	Market	per hour	44.00	10%
Outdoor full court	Market	per hour	28.00	10%
Outdoor full court - after hours	Market	per hour	56.00	10%
Casual use per person	Market	per hour	0.00 - 7.00	10%
Casual basketball 10 visit pass	Market	per hour	39.00	10%
Sports Competition				
Sports Competition	Market	per comp	565.00	10%
Sports Competition - Weekly Fee	Market	per week	57.00	10%
Venue Hire				
Community/Not for Profit groups - a 50% discount applies to the standard hire fee. Further discounts may be available to community groups on application only (conditions apply)				
Special Event Court Hire				
Special Event Court Hire - Indoor Court	Market	per hour	117.00	10%
Special Event Court Hire - Court Peak (11.30am-2.30pm and 5.30pm-10.30pm Monday to Friday, 9.00am-1.00pm Saturday)	Full Cost	per hour	245.00	10%
Special Event Court Hire - Outdoor Court	Market	per hour	88.00	10%
Art / Craft Room - Group hire rate				
Standard Rate	Market	per hour	41.00	10%
Jack Byrne Hall Hire				
Standard Rate	Market	per hour	86.00	10%
Jack Byrne Hall Hire - After Hours				
Standard Rate	Market	per hour	185.00	10%
Littlebridge Hall Hire				
Standard Rate	Market	per hour	69.50	10%
Littlebridge Hall Hire - After hours				
Standard Rate	Market	per hour	138.00	10%
Seminar Rooms 1 & 2				
Standard Rate	Market	per hour	52.50	10%
Seminar Rooms 1 & 2 - After Hours				
Standard Rate	Market	per hour	102.00	10%
Courtyard - Area 1 or Area 2				
Area 1 and Area 2 can be hired separately or together. If both are hired together the fee is doubled.				
Standard Rate	Market	per area, per hour	40.50	10%
Equipment Hire and Sales				
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rate)	Market	per item	Fee + GST	10%
Additional Venue Hire Costs				
Staffing out of hours	Full Cost	each	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RECREATION / COMMUNITY CENTRES				
PYRMONT COMMUNITY CENTRE				
For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives. Further discounts off standard rates may be offered on application.				
Gymnasium - Standard				
6 month membership	Market	each	250.00	10%
3 month membership	Market	each	189.00	10%
1 month membership	Market	each	66.00	10%
10 visit pass	Market	each	90.00	10%
Casual visit	Market	each	9.70	10%
Gymnasium - Community				
6 month membership	Partial Cost	each	100.00	10%
3 month membership	Partial Cost	each	58.00	10%
1 month membership	Partial Cost	each	25.00	10%
10 visit pass	Partial Cost	each	42.00	10%
Casual visit	Partial Cost	each	4.70	10%
Other Gymnasium Fees				
Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 54.00	10%
Court Hire - Community				
Outdoor Full Court	Market	per hour	20.00	10%
Court Hire - Standard				
Outdoor Full Court	Market	per hour	28.00	10%
Venue Hire				
Community/Not for Profit groups - a 50% discount applies to the standard hire fee. Further discounts may be available to community groups on application only (conditions apply)				
Large area				
Standard Rate	Market	per hour	41.00	10%
Small area				
Standard Rate	Market	per hour	33.00	10%
Additional Venue Hire Costs				
Staffing out of hours	Full Cost	each	Fee + GST	10%
Equipment Hire & Sales				
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rate)	Market	each	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RECREATION / COMMUNITY CENTRES				
JUANITA NIELSEN CENTRE (WOOLLOOMOOLOO)				
For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives. Further discounts off standard rates may be offered on application.				
Gymnasium - Community				
6 month membership	Partial Cost	per person	100.00	10%
3 month membership	Partial Cost	per person	58.00	10%
1 month membership	Partial Cost	per person	25.00	10%
10 Visit Pass	Partial Cost	per person	42.00	10%
Casual visit	Partial Cost	per visit	4.70	10%
Gymnasium - Standard				
6 month membership	Partial Cost	per person	337.00	10%
3 month membership	Partial Cost	per person	194.00	10%
1 month membership	Partial Cost	per person	83.00	10%
10 Visit Pass	Partial Cost	per person	117.50	10%
Casual visit	Partial Cost	per visit	15.00	10%
Equipment Hire and Sales				
Equipment Hire	Partial Cost	each	0.00 - 50.00	10%
Equipment and Materials Sales (at market rates)	Market	each	Fee + GST	10%
Venue Hire				
Community/Not for Profit groups - a 50% discount applies to the standard hire fee. Further discounts may be available to community groups on application only (conditions apply)				
Community Hall/Community Room 1/OSHC Room	Partial Cost	per hour	57.00	10%
Community Room 2	Partial Cost	per hour	24.50	10%
Consultation Room	Partial Cost	per hour	32.00	10%
Consultation Room 1/2 Day rate (4 hrs)	Partial Cost	per half day	78.00	10%
Consultation Room Full Day rate (8 hrs)	Partial Cost	per day	107.00	10%
Additional Charges				
Cleaning Fee	Market	per booking	Fee + GST	10%
Security Fee - quoted upon request	Market	per booking	Fee + GST	10%
Room set up - quoted upon request	Market	per booking	Fee + GST	10%
Commercial Kitchen surcharge (fee + 25%)	Market	per booking	Fee + GST	10%
Weddings surcharge (fee + 10%)	Market	per booking	Fee + GST	10%
Day rate discount of 10% may be offered on application				
Additional Venue Hire Costs				
Staffing out of hours	Full Cost	per hour	Fee + GST	10%
Other Gymnasium Fees				
Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 54.00	10%
Gymnasium - Off peak restricted hours				
6 month membership	Partial Cost	per person	168.00	10%
3 month membership	Partial Cost	per person	97.50	10%
1 month membership	Partial Cost	per person	41.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RECREATION / COMMUNITY CENTRES				
KING GEORGE V RECREATION CENTRE				
For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives. Further discounts off standard rates may be offered on application.				
Gymnasium - Standard				
Ezypay - 12 month (52 weeks)	Partial Cost	per fortnight	37.00	10%
12 month membership	Market	each	775.00	10%
Ezypay - non-contract	Market	per fortnight	46.00	10%
20 visit pass	Market	each	280.00	10%
Casual visit	Market	each	16.00	10%
7 day pass	Market	each	40.00	10%
Gymnasium - Community				
12 month membership	Partial Cost	each	235.00	10%
Ezypay - non-contract	Partial Cost	per fortnight	14.00	10%
Casual visit	Partial Cost	each	4.70	10%
3 month membership	Full Cost	each	58.00	10%
1 month membership	Full Cost	each	25.00	10%
10 visit pass	Partial Cost	each	42.00	10%
Other Gymnasium Fees				
Personal Trainer/Medical Practitioner Fee - Individual	Market	per fortnight	345.00	10%
Personal Trainer/Medical Practitioner Fee - Individual	Market	per day	69.00	10%
Personal Trainer/Medical Practitioner Fee - Individual under 25	Partial Cost	per fortnight	260.00	10%
Initial/First Visit Fee (during promotional periods only)	Zero	each	0.00	10%
Membership Cancellation fee - as per terms & conditions	Partial Cost	each	Fee + GST	10%
10 visit pass - Community Partner Program only	Partial Cost	each	0.00 - 50.00	10%
Corporate visit package (minimum 3 memberships)	Market	per fortnight	37.00	10%
Off-Peak Group Gym Hire (minimum 15 persons)	Market	per person	9.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
RECREATION / COMMUNITY CENTRES				
KING GEORGE V RECREATION CENTRE				
Court Hire - Community				
Basketball / Netball - Indoor full court	Partial Cost	per hour	60.00	10%
Basketball / Netball - Indoor half court	Partial Cost	per hour	32.00	10%
Volleyball Recreational	Partial Cost	per hour	45.00	10%
Badminton	Partial Cost	per hour	17.00	10%
Outdoor full court - Futsal	Partial Cost	per hour	45.00	10%
Casual court use (per person)	Partial Cost	per hour	0.00 - 7.00	10%
Court Hire - Standard				
Basketball/Netball - Indoor full court	Market	per hour	80.50	10%
Basketball/Netball - Indoor half court	Market	per hour	43.00	10%
Volleyball international	Market	per hour	158.00	10%
Volleyball recreational	Market	per hour	60.00	10%
Badminton	Market	per hour	22.50	10%
Outdoor full court - Futsal	Market	per hour	60.00	10%
Casual court use (per person)	Market	per hour	0.00 - 7.00	10%
Casual basketball - 10 visit pass	Market	each	50.00	10%
Special Event Court Hire - Indoor Court	Market	per hour	123.00	10%
Special Event Court Hire - Court Peak (11.30am - 2.30pm & 5.30pm - 10.30pm Mon to Fri, 9.00am - 1.00pm Sat)	Full Cost	per hour	245.00	10%
Special Event Court Hire - Outdoor Court	Market	per hour	89.00	10%
Sports Competitions				
Senior Teams (Standard 16 Week Competition Entry Fee)	Market	per comp	1400.00	10%
Venue Hire				
Community Room - Standard	Market	per hour	56.00	10%
Community Room - Community Group	Partial Cost	per hour	28.00	10%
Fitness Centre Exercise Floor - Standard	Market	per hour	75.00	10%
Fitness Centre Exercise Floor - Community Group	Market	per hour	37.50	10%
Additional Venue Hire Costs				
Staffing out of hours	Full Cost	each	Fee + GST	10%
Equipment Hire and Sales				
Shower use (non program users)	Partial Cost	per use	0.00 - 3.00	10%
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rates)	Market	per Item	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
FILMING AND EVENTS AT COMMUNITY FACILITIES				
COMMERCIAL FILMING/PHOTOSHOOTS				
Additional venue hire rates apply. Refer to required facility for applicable rates				
Recreation, Activity and Community Centre Filming Charges				
Application Fee	Legislative	per booking	300.00	0%
Site Inspection Fee	Full Cost	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	1200.00	0%
ADDITIONAL CHARGES AT COMMUNITY FACILITIES				
ADDITIONAL CHARGES				
Promotional and Advertising Events at Community Facilities				
Application Fee - commercial and private users	Full Cost	per event	215.00	10%
Site Inspection Fee	Full Cost	per booking	165.00	10%
Late Application Fee	Full Cost	per booking	1020.00	10%
Commemoration Services at Community Facilities				
(Some conditions apply)				
All user categories	Zero	per hour per location	0.00	10%
Additional Venue Hire Costs at all Community Facilities				
Applies to all centres				
Staffing out of hours	Full Cost	each	Fee + GST	10%
Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1290.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
INDOOR AQUATIC FACILITIES				
Cook & Phillip Park, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre				
Pool Entry				
Casual Entry				
Adults	Market	each	8.30	10%
Concession	Partial Cost	each	6.20	10%
Families				
Family (2 adult, 2 children)	Market	per group	22.00	10%
Additional family member - adult	Market	each	8.30	10%
Additional family member - child	Market	each	6.20	10%
Swim/Steam/Sauna				
Adult	Market	each	15.90	10%
Concession	Partial Cost	each	11.90	10%
Swim/Steam/Sauna Multi Visit Pass (10 visit)				
Adult	Market	per pass	143.00	10%
Concession	Partial Cost	per pass	108.00	10%
Spectator				
All ages	Partial Cost	each	4.00	10%
City Access Card				
Aquatic	Partial Cost	each	2.00	10%
Multi Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%
Hydro Class	Partial Cost	each	4.00	10%
Swimming Club	Partial Cost	each	2.00	10%
Gym	Partial Cost	each	5.50	10%
Fitness Class	Partial Cost	each	4.00	10%
Swimming Lesson	Partial Cost	each	4.00	0%
360 Go (Multi Visit Passes 20 visit)				
Adult	Market	per pass	132.60	10%
Concession	Partial Cost	per pass	100.00	10%
360 Family Package				
Standard	Partial Cost	per fortnight	98.00	10%
Concession	Partial Cost	per fortnight	73.50	10%
360 Pro Swim only Membership				
Unlimited swimming only				
Joining Fee	Partial Cost	each	52.00	10%
Joining Fee (Concession)	Partial Cost	each	39.50	10%
Adult	Market	per fortnight	37.50	10%
Concession	Partial Cost	per fortnight	28.50	10%
Other Fees				
Course - Provide First Aid	Market	each	112.50	10%
Course - Provide CPR	Market	each	57.50	10%
Card/Band Replacement	Partial Cost	each	12.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
INDOOR AQUATIC FACILITIES				
Cook & Phillip Park, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre				
Schools (plus Lane Hire)				
DEC program LGA public schools only (no lane hire)	Partial Cost	each	2.00	10%
Teacher supervised lesson	Partial Cost	each	4.60	10%
Centre supervised lesson	Partial Cost	each	9.00	10%
Lane Hire - Community (plus pool entry)				
25 metre	Partial Cost	per lane/hr	14.50	10%
50 metre	Partial Cost	per lane/hr	21.00	10%
Carnival Booking Fee (refundable) - maximum 6 lanes	Security Deposit	per booking	261.00	0%
Lane Hire - Commercial (plus pool entry)				
25 metre	Partial Cost	per lane/hr	21.00	10%
50 metre	Partial Cost	per lane/hr	42.00	10%
Program Pool (part of)	Partial Cost	per lane/hr	48.50	10%
Hydrotherapy Pool	Partial Cost	per hr	229.00	10%
Aquatic Programs				
Aquarobics classes	Market	per class	20.50	10%
Aquarobics Seniors	Market	per class	15.50	10%
Aquarobic Multi (10 visit pass)	Partial Cost	per pass	184.00	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	138.00	10%
Aqua Natal (2 sessions per week x 8 weeks)	Market	each	216.50	10%
Aqua Natal - Non Members (2 sessions per week x 8 weeks)	Market	each	270.50	10%
Hydrotherapy (Aquatic Therapy) Classes				
Adult	Partial Cost	per 45 mins	20.00	10%
Concession	Partial Cost	per 45 mins	15.00	10%
Exercise Physiologist Services				
NDIS - Exercise Physiologist	Partial Cost	per 60 mins	155.00	10%
NDIS - Personal Training	Partial Cost	per 60 mins	58.50	10%
Department of Veterans Affairs	Partial Cost	per 60 mins	67.50	10%
Medicare - Enhanced Primary Care	Partial Cost	per 60 mins	56.00	10%
Private Health - Enhanced Primary Care	Partial Cost	per 60 mins	85.00	10%
Workcover	Partial Cost	per 60 mins	112.50	10%
Private Session	Partial Cost	per 60 mins	85.00	10%
Lockers (2 hours)				
Small	Market	per locker	2.00	10%
Large	Market	per locker	3.00	10%
Learn to Swim (Direct Debit and up-front payment options)				
1st child	Market	per fortnight	42.00	0%
2nd child	Partial Cost	per fortnight	39.50	0%
3rd child	Partial Cost	per fortnight	37.50	0%
Private Lessons				
Individual	Market	per 30 mins	57.50	0%
Double Private	Market	per 30 mins	84.50	0%
Swim Champs	Partial Cost	per 30 mins	8.30	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
INDOOR AQUATIC FACILITIES				
Cook & Phillip Park, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre				
Schools (plus Lane Hire)				
Casual Squad	Market	per hr	17.00	10%
Junior Dolphins	Market	per fortnight	49.00	10%
Swimfit	Market	per entry	17.00	10%
Squad Fees - offered as fortnightly				
Bronze (minimum 2 sessions per week)	Market	per fortnight	64.00	10%
Silver (minimum 4 sessions per week)	Market	per fortnight	78.00	10%
Gold (minimum 6 sessions per week)	Market	per fortnight	85.00	10%
Platinum Squad (minimum 6 sessions per week)	Market	per fortnight	86.50	10%
Blue Squad (minimum 4 sessions per week)	Market	per fortnight	48.00	10%
360 Pro Health & Fitness Memberships				
Discounts may apply for specific promotions or campaigns				
Membership Packages				
Joining Fees (includes assessment and exercise program)				
Joining Fee	Partial Cost	each	52.00	10%
Joining Fee (Concession)	Partial Cost	each	39.50	10%
Standard Package				
Standard Package - Flexi Term	Market	per fortnight	60.00	10%
12 Plus + Package	Market	per fortnight	45.00	10%
Teen Gym				
Fee	Partial Cost	per fortnight	28.50	10%
Concession Package				
Fee	Partial Cost	per fortnight	39.00	10%
Corporate Package				
Rates are negotiated based on maintaining a minimum number of memberships or casual attendances	Market	per fortnight	Fee + GST	10%
Health and Fitness				
Casual	Market	each	23.00	10%
Concession	Market	each	17.50	10%
Personal Training				
Single Session (60 mins)	Market	each	102.00	10%
Personal Training Multi Visit Passes				
Single Session (60 mins x 6 pack)	Market	per pass	441.00	10%
Personal Training Package (Direct Debit membership)				
1 Session per week (60 mins)	Market	per fortnight	163.00	10%
2 Sessions per week (60 mins)	Market	per fortnight	306.00	10%
Fitness Programs				
12 weeks (24 sessions) - Member	Market	each	347.00	10%
12 weeks (24 sessions) - Non-member	Market	each	463.00	10%
Creche				
Members	Partial Cost	per hour	5.20	10%
Non-members	Partial Cost	per hour	9.50	10%
Sports Hall				
Casual adult	Market	each	8.50	10%
Casual Concession	Partial Cost	each	6.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
INDOOR AQUATIC FACILITIES				
Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre				
Match Fees, including player registration (up to 15 players)				
Soccer	Market	each	938.50	10%
Netball	Market	each	938.50	10%
Volleyball	Market	each	938.50	10%
Mixed Basketball	Market	each	938.50	10%
Men's Basketball	Market	each	938.50	10%
Court Hire				
Full Court	Market	per hr or part	46.00	10%
Half Court	Market	per hr or part	23.00	10%
Meeting Room Hire (Ian Thorpe Aquatic Centre only)				
The meeting room has a maximum capacity of eight. Audio-visual facilities are not included in the hire fee.				
Community Rate	Partial Cost	per hr	17.50	10%
Commercial Rate	Partial Cost	per hr	35.00	10%
Birthday Parties				
Catered (includes entry for supervising adult)	Partial Cost	per person	42.00	10%
Non Catered (includes entry for supervising adult)	Partial Cost	per person	26.00	10%
Car Parking (Ian Thorpe Aquatic)				
Lost Card Fee	Partial Cost	each	50.00	10%
1/2 hr - 1 hr	Partial Cost	per 1/2 hr	3.30	10%
1 hr - 1.5 hrs	Partial Cost	per 1/2 hr	4.50	10%
1.5 hrs - 2 hrs	Partial Cost	per 1/2 hr	7.40	10%
2 hrs - 2.5 hrs	Partial Cost	per 1/2 hr	12.80	10%
2.5 hrs - 3 hrs	Partial Cost	per 1/2 hr	15.30	10%
3 hrs - 3.5 hrs	Partial Cost	per 1/2 hr	17.90	10%
All Day Rate	Partial Cost	per day	51.00	10%
Car Parking (Gunyama Park Aquatic & Recreation)				
Paying customers of the centre are entitled to a 40% discount on their parking meter costs when parking at designated meters	Partial Cost	per visit	Fee + GST	10%
Commercial Filming				
Filming charges apply as per Filming on Council Streets, Parks and Open Space				
Additional Venue Hire Rates - by negotiation	Market	per hour	Fee	0%
Booking Cancellation Fee - Less than 7 days prior to booking - 100% of hire fee	Market	per hour	Fee + GST	10%
Booking Cancellation Fee - More than 7 days prior to booking - no cancellation fee	Zero	per hour	Fee + GST	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
OUTDOOR AQUATIC FACILITIES				
Andrew (Boy) Charlton, Prince Alfred Park and Victoria Park Pools				
Pool Entry				
Casual Entry				
Adult	Market	each	7.20	10%
Concession	Partial Cost	each	5.20	10%
Families				
Family (2 Adults/2 Children)	Partial Cost	each	20.50	10%
Additional Family Member - adult	Partial Cost	each	7.20	10%
Additional Family Member - concession	Partial Cost	each	5.20	10%
City Access Card				
Aquatic	Partial Cost	each	2.00	10%
Multi Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%
Swimming Club	Partial Cost	each	2.00	10%
Gym	Partial Cost	each	5.50	10%
Fitness Class	Partial Cost	each	4.00	10%
Swimming Lesson	Partial Cost	each	5.50	0%
Spectator				
All ages	Partial Cost	each	4.00	10%
360 Go (Multi-Visit Passes - 20 visit)				
Adult	Market	each	115.50	10%
Concession	Partial Cost	each	86.50	10%
360 Family Package				
Standard	Partial Cost	per fortnight	98.00	10%
Concession	Partial Cost	per fortnight	73.50	10%
360 Active Swim only Membership				
Unlimited access to all outdoor swimming pools (swim only)				
Joining Fee	Partial Cost	each	52.00	10%
Joining Fee Concession	Partial Cost	each	39.50	10%
Adult	Partial Cost	each, per fortnight	24.00	10%
Concession			18.00	10%
Schools (plus Lane Hire)				
DEC program LGA public schools only (no lane hire)	Partial Cost	each	2.00	10%
Teacher Supervised Lesson	Partial Cost	each	4.60	10%
Instructor Supervised Lesson	Partial Cost	each	9.00	10%
Lane Hire (plus entry fee)				
Community	Partial Cost	per lane / hr	21.00	10%
Commercial	Partial Cost	per lane / hr	42.00	10%
Carnival Booking Fee (refundable) - maximum 6 lanes	Security Deposit	per booking	252.50	0%
Aquatic Programs				
Aquarobics classes	Market	per class	20.50	10%
Aquarobic Multi (10 visit pass)	Partial Cost	per pass	184.00	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	138.00	10%
Learn to Swim				
1st Child	Market	per fortnight	42.00	0%
2nd Child	Partial Cost	per fortnight	39.50	0%
3rd Child	Partial Cost	per fortnight	37.50	0%
Private Lesson - Individual	Market	per 30 min	57.50	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
OUTDOOR AQUATIC FACILITIES				
Andrew (Boy) Charlton, Prince Alfred Park and Victoria Park Pools				
Swim Squad				
Swim Squad				
Casual	Market	each	17.00	10%
Biathlon				
Member	Market	each	22.50	10%
Non-Member	Market	each	26.50	10%
360 Active Health & Fitness Memberships				
Discounts may apply for specific promotions or campaigns				
360 Active Health & Fitness Membership Packages				
Joining Fee (includes assessment and exercise program)	Partial Cost	each	52.00	10%
Joining Fee Concession	Partial Cost	each	39.50	10%
Adult	Market	per fortnight	43.00	10%
Concession	Partial Cost	per fortnight	32.50	10%
Adult 12 Plus + Package	Market	per fortnight	32.00	10%
Health & Fitness				
Casual				
Adult	Market	each	20.50	10%
Concession	Partial Cost	each	15.30	10%
Personal Training				
Single Session (60 mins)	Market	each	102.00	10%
Personal Training Multi Visit Passes				
Single Session (60 mins x 10 pack)	Market	per pass	441.00	10%
Personal Training Package (Direct Debit membership)				
1 Session per week (60 mins)	Market	per fortnight	163.00	10%
2 Sessions per week (60 mins)	Market	per fortnight	306.00	10%
Fitness Programs				
12 weeks (24 sessions) - Member	Market	each	347.00	10%
12 weeks (24 sessions) - Non-Member	Market	each	463.00	10%
Creche				
Members	Partial Cost	per hour	3.00	10%
Non-Members	Partial Cost	per hour	5.50	10%
Room Hire				
Community Rate	Partial Cost	per hour	39.00	10%
Half day (1-4 hrs)	Partial Cost	per half day	632.50	10%
Full day (4-8 hrs)	Partial Cost	per day	1076.00	10%
Lockers (2 hours)				
Small	Partial Cost	per locker	2.00	10%
Large	Partial Cost	per locker	3.00	10%
Birthday Parties				
Catered (includes entry for supervising adult)	Partial Cost	per person	42.00	10%
Non Catered (includes entry for supervising adult)	Partial Cost	per person	26.00	10%
Other Fees				
Card/Band replacement	Partial Cost	each	12.50	10%
Swim Certificate	Partial Cost	each	26.50	10%
Commercial Filming/ Photo shoots				
Filming charges apply as per Filming on Council Streets, Parks and Open Space				
Additional Venue Hire Rates by negotiation	Market	per hour	Fee	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK				
Casual Court Hire				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Bartley Room				
Community Room (minimum booking 3 hours)	Partial Cost	per hour	26.50	10%
Commercial Hire	Market	per hour	49.00	10%
Refundable Bond	Security Deposit	each	55.00	0%
Daily Rate (8 hours)	Market	per day	199.00	10%
Daily Rate Community (8 hours)	Partial Cost	per day	145.00	10%
PRINCE ALFRED PARK TENNIS COURTS				
Casual Court Hire				
Discounts may apply for memberships and promotions				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Coronation Centre Community Room				
Community Group	Partial Cost	per hour	39.50	10%
Commercial Hire	Partial Cost	per hour	76.00	10%
ALEXANDRIA PARK TENNIS COURTS				
Casual Court Hire				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
BEACONSFIELD PARK TENNIS COURTS				
Casual Court Hire				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
ST JAMES PARK TENNIS COURTS				
Casual Court Hire				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
TURRUWUL PARK TENNIS COURTS				
Casual Court Hire				
Day				
Adult	Partial Cost	per hour	27.50	10%
Concession	Partial Cost	per hour	20.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	25.50	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
CYCLING				
Cycling Programs				
Adult Cycling/Bike Maintenance Course	Partial Cost	per person	25.00	10%
Guided Rides Program	Partial Cost	per person	20.00	10%
T-shirts - Adult	Partial Cost	per item	30.00	10%
T-shirts - Children	Partial Cost	per item	20.00	10%
Bike Hire Charge at cycling events	Partial Cost	per item	20.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
PERRY PARK RECREATION CENTRE				
Basketball, netball, volleyball, futsal, badminton				
Indoor Courts				
Casual Entry				
(minimum: 30 minutes)				
Standard	Partial Cost	per person	7.00	10%
City Access Card (Student)	Partial Cost	per person	3.50	10%
Standard - 10 visit pass	Partial Cost	each	65.00	10%
Casual Court Hire - Full Court				
Adult	Market	per hour	80.50	10%
Concession	Partial Cost	per hour	60.00	10%
Court Hire Rate - Regular Booking	Partial Cost	per hour	72.00	10%
Casual Court Hire - Half Court				
Adult	Market	per hour	44.50	10%
Concession	Partial Cost	per hour	33.50	10%
Badminton Court Hire - Full Court				
Adult	Market	per hour	22.50	10%
Concession	Partial Cost	per hour	17.00	10%
Futsal International Court Hire - Full Court				
Both a hire fee and a set-up/pack down fee apply				
Adult	Market	per hour	161.00	10%
Set-up/pack-down	Market	per hour	Fee + GST	10%
Bump in / bump out	Market	per hour	Fee + GST	10%
Event Hire Costs				
Indoor Courts - peak (minimum 2 courts, minimum 5 hours)	Market	per hour per court	240.00	10%
Indoor Courts - off-peak (minimum 2 courts, minimum 5 hours)	Market	per hour per court	120.00	10%
Bump in / bump out	Market	per hour	Fee + GST	10%
Additional Event / Booking Hire Costs				
Cleaning	Market	per event/booking	54.00	10%
Deposit (Refundable)	Security Deposit	per event	Fee	0%
Advertising - internal hanging of banner (minimum 5 hours)	Market	per event	540.00	10%
Staff - minimum of 2 staff (outside of advertised opening times)	Full Cost	per hour	Fee + GST	10%
Equipment Hire	Partial Cost	each	0.60 - 25.00	10%
Cancellation Court Hire Fees - less than 7 days (100% of hire fee)	Partial Cost	per booking	Fee + GST	10%
Cancellation Event Hire Fees - more than 4 weeks (10% of hire deposit)	Partial Cost	per event	Fee + GST	10%
Cancellation Event Hire Fees - less than 4 weeks (50% of hire deposit)	Partial Cost	per event	Fee + GST	10%
Cancellation Event Hire Fees - less than 7 days (100% of hire deposit)	Partial Cost	per event	Fee + GST	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CITY LEISURE FACILITIES				
Definitions related to City Leisure Services fees and charges can be found at Appendix 3				
PERRY PARK RECREATION CENTRE				
Other				
Sports Competitions				
Senior (Upfront lump sum payment accepted)	Market	per round per team	80.00	10%
Junior (Upfront lump sum payment accepted)	Market	per round per team	73.50	10%
Sports Competitions Team Deposit (to be paid on entering a team into competition. Deposit is deducted from balance of competition fees)	Market	per team per comp	320.00	10%
Cancellation Fees - less than 1 week (100% of fees)	Market	per team per comp	Fee + GST	10%
Centre Programming				
Centre Run Programming - children	Partial Cost	per person per hour	1.00 - 15.00	10%
Centre Run Programming - adults	Partial Cost	per person per hour	1.00 - 15.00	10%
Centre Run Programming - concession	Partial Cost	per person per hour	1.00 - 15.00	10%
Cancellation - Centre Programming Fees <1 week (100% of fees)	Market	per booking	Fee + GST	10%
Kiosk and merchandise				
Kiosk sales	Market	each	1.00 - 10.00	10%
Merchandise sales	Market	each	1.00 - 25.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES				
See Appendix 2 for list of Civic Spaces.				
Promotional Events, Concerts, Festivals and One-Off Markets				
Commercial and Private Users	Market	per hour per location	350.00	10%
Bump-in/out	Market	by negotiation	Fee + GST	10%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Zero	per hour per location	0.00	10%
Recurring Markets	Market	per month per location	Fee + GST	10%
George Street Light Rail Route Space Activation	Market	by negotiation	Fee + GST	10%
Non-commercial, informative or artistic installations	Zero	per hour per location	0.00	10%
Product Sampling				
**** excluding Pitt Street Mall***				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	750.00	10%
Rallies, Commemoration Services and Marches				
All User categories	Zero	per hour per location	0.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES				
See Appendix 2 for list of Civic Spaces.				
Civic Spaces - Additional Charges (all user categories & event types)				
Martin Place - commercial events of 3 days or longer duration	Market	per day	5200.00	10%
Mobile Voluntary Services (MVS)	Zero	per occasion	0.00	10%
Raising and Lowering of Martin Place Amphitheatre Stage Roof outside business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee + GST	10%
Raising and Lowering of Martin Place Amphitheatre Stage Roof during business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee + GST	10%
Overnight Holding Fee	Market	per 12 hours per location	650.00	10%
Events using greater than 50% of the publicly available space on the site, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Corporate Promotions - Pitt Street Mall	Market	per hour	750.00	10%
Pitt Street Mall - commercial events of 3 days or more duration	Market	per day	7500.00	10%
Pitt Street Mall - Sampling as stand-alone activity or primary purpose	Market	per hour per location	1200.00	10%
Use of unbranded barricades for crowd management at Council's request	Zero	per hour	0.00	10%
Free-standing triffid signs or light boxes to promote community events	Market	per week per location	100.00	10%
Free-standing ticket boxes/booths for community events	Market	per week per location	500.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	55.00	10%
Site Supervision (Minimum 4 hour call out)	Market	per hour per person	75.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
ICONIC PARKS - HIRE CHARGES				
(Sports not permitted in Iconic Parks. See Appendix 2 for list of Iconic Parks)				
Promotional Events, Concerts, Festivals and One-Off Markets				
Commercial and Private Users	Market	per hour per location	300.00	10%
Bump-in/out	Market	by negotiation	Fee + GST	10%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Zero	per hour per location	0.00	10%
Non-commercial, informative or artistic installations	Zero	per hour per location	0.00	10%
Free-standing ticket boxes/booths for community events	Market	per week per location	500.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	55.00	10%
Large Scale Events				
Defined as events which are commercial, fenced and ticketed, with attendees of 5,000 or more at any one time				
Bump-in/Bump-out fee	Market	per bump-in/ bump-out day	4000.00	10%
Event Hire Day Fee	Market	per event day	2500.00	10%
Commission on box office ticket sale receipts (calculated as a flat percentage of receipts)	Market	per occasion	Fee + GST %	10%
Product Sampling				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	750.00	10%
Rallies, Commemoration Services and Marches				
All User categories	Zero	per hour per location	0.00	10%
Iconic Parks - Additional Charges (all user categories & event types)				
Wedding Ceremonies, Proposals, and Other Ceremonies	Market	per 3 hour block	780.00	10%
Hyde Park North (surcharge to be applied to standard rate)	Market	per hour	500.00	10%
Overnight Holding Fee	Market	per 12 hours per location	510.00	10%
Events using greater than 50% of the publicly available space on the site, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Mobile Voluntary Services (MVS)	Zero	per occasion	0.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
NEIGHBOURHOOD PARKS - HIRE CHARGES				
(Sports not permitted in Neighbourhood Parks. See Appendix 2 for list of Neighbourhood Parks)				
Promotional Events, Concerts, Festivals and One-Off Markets				
Commercial and Private Users	Market	per hour per location	215.00	10%
Bump-in/out	Market	by negotiation	Fee + GST	10%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Zero	per hour per location	0.00	10%
Non-commercial, informative or artistic installations	Zero	per hour per location	0.00	10%
Product Sampling				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	750.00	10%
Rallies, Commemoration Services and Marches				
All User categories	Zero	per hour per location	0.00	10%
Neighbourhood Parks - Additional Charges (all user categories & event types)				
Wedding Ceremonies, Proposals and Other Ceremonies	Market	per 3 hour block	395.00	10%
Overnight Holding Fee	Market	per 12 hours per location	320.00	10%
Events using greater than 50% of the publicly available space on the site, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Non-commercial, informative or artistic installations	Zero	per hour per location	0.00	10%
Mobile Voluntary Services (MVS)	Zero	per occasion	0.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	55.00	10%
POCKET PARKS - HIRE CHARGES				
(Sports, Rallies etc not permitted in Pocket Parks. See Appendix 2 for list of Pocket Parks)				
Promotional Events, Concerts, Festivals and One-Off Markets				
All User categories	Market	by negotiation	Fee + GST	10%
Pocket Parks - Additional Charges (all user categories & event types)				
Wedding and Other Ceremonies	Market	per 3 hour block	395.00	10%
Overnight Holding Fee	Market	by negotiation	Fee + GST	10%
Events using greater than 50% of the publicly available space on the site, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Mobile Voluntary Services (MVS)	Zero	per occasion	0.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	55.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
LEVEL A SPORTING FIELDS				
See Appendix 2 for list of Level A Sporting Fields.				
Casual Sport Booking				
Weekdays				
Commercial and Private Users	Market	per hour	82.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	60.00	10%
Weekends				
Commercial and Private Users	Market	per hour	92.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	70.00	10%
Seasonal Sport Bookings				
Weekdays				
Commercial and Private Users	Market	per hour	45.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities and Other Schools	Partial Cost	per hour	33.00	10%
Weekends				
Commercial and Private Users	Market	per hour	51.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	38.00	10%
LEVEL B SPORTING FIELDS				
See Appendix 2 for list of Level B Sporting Fields.				
Casual Sport Booking				
Weekdays				
Commercial and Private Users	Market	per hour	48.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Market	per hour	35.00	10%
Weekends				
Commercial and Private Users	Market	per hour	52.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Market	per hour	40.00	10%
Seasonal Sport Bookings				
Weekdays				
Commercial and Private Users	Market	per hour	26.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	19.00	10%
Weekends				
Commercial and Private Users	Market	per hour	29.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	22.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
SYNTHETIC SPORTING FIELDS				
Gunyama Park				
Hire - Full Field				
Non-Commercial (Registered Not For Profit Organisations)	Market	per hour	168.50	10%
Off Peak (before 4pm)	Market	per hour	97.00	10%
Commercial	Market	per hour	328.50	10%
Seasonal Booking - 25% discount on normal hire rate	Market	per hour	Fee + GST	10%
Sports Lighting (in addition to normal hire rates)	Market	per hour	9.50	10%
Hire - Schools Use (Full Field)				
Schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%
Schools outside the City of Sydney local government area - school term sport	Partial Cost	per hour	94.00	10%
School Carnival/Tournament - weekday 9am - 3pm	Partial Cost	per hour	94.00	10%
Hire - Events/Hire Costs (Full Field)				
Event field hire - standard	Market	per hour	156.00	10%
Event field hire - commercial	Market	per hour	312.50	10%
Bump in/bump out	Market	per hour	Fee + GST	10%
Additional Event/Booking Hire Costs				
Deposit	Security Deposit	per event / booking	520.00	0%
Event Administration Fee *(includes event hirer pre-event orientation, event plan & WHS induction meetings and post event inspection. Performed by site staff managing event)*	Market	per hour	Fee + GST	10%
Sports Lighting (in addition to normal hire rates) *- charged on a per booking basis (full field or half field)*	Market	per hour	9.50	10%
Cancellation Fees - greater than 4 weeks (10% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 4 weeks (50% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 7 days (100% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Other				
Sports Competitions				
Senior (upfront lump sum payment accepted)	Market	per round per team	73.00	10%
Junior	Market	per round per team	59.50	10%
Sports Competitions Team Deposit (to be paid on entering a team into competition. The deposit is deducted from the balance of competition fees)	Market	per team per comp	260.00	10%
Cancellation Fees - less than 1 week (100% of deposit)	Market	per team per comp	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
SYNTHETIC SPORTING FIELDS				
Gunyama Park				
Centre Programming				
Centre Run School Programming - during school terms and school hours	Partial Cost	per person per hour	14.20	10%
Children term program - after school hours	Partial Cost	per person per hour	14.20	10%
School Holiday Programming	Partial Cost	per person per hour	14.20	10%
Group (16 years & over) - sport program	Partial Cost	per person per hour	10.20	10%
Concession Group	Partial Cost	per person per hour	7.80	10%
Party - non catered (min 10 people.1 hour field time)	Market	per person per hour	17.70	10%
Additional Staff	Full Cost	per hour	Fee + GST	10%
Additional Field Time Non-Commercial (55% of hire fee)	Market	per hour	86.00	10%
Additional Field Time - Off Peak (55% of hire fee	Market	per hour	53.50	10%
Party Deposit *(to be paid on confirmation of party.* *The deposit is deducted from balance of party fees)*	Market	per event / booking	104.00	10%
Cancellation Fees < 1 week (100% deposit)	Market	per event / booking	Fee + GST	10%
Room Hire				
Studio 1 - Commercial	Market	per hour	46.00	10%
Studio 1 - Community	Market	per hour	30.50	10%
Studio 2 - Commercial	Market	per hour	46.00	10%
Studio 2 - Community	Market	per hour	30.50	10%
Studio 2 & 3 - Commercial	Market	per hour	61.00	10%
Studio 2 & 3 - Community	Market	per hour	30.50	10%
Meeting Room 1 - AV - Cap 12 - Commercial	Market	per hour	46.00	10%
Meeting Room 1 - AV - Cap 12 - Community	Market	per hour	22.50	10%
Meeting Room 2 - AV - Cap 8 - Commercial	Market	per hour	35.00	10%
Meeting Room 2 - AV - Cap 8 - Community	Market	per hour	17.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
SYNTHETIC SPORTING FIELDS				
Getiela (Alexandria Park)				
Hire - Full Field				
Non-commercial organisations (Registered Not for Profit Organisations)	Market	per hour	168.50	10%
School holiday hire (before 6pm on weekdays)	Market	per hour	97.00	10%
Commercial	Market	per hour	328.50	10%
Seasonal Booking (Non-commercial organisations) - 25% discount on normal hire rate	Market	per hour	Fee + GST	10%
Sports Lighting	Market	per hour	9.50	10%
Hire - Schools Use (Full Field)				
Schools within the LGA - school term sport	Zero	per hour	0.00	10%
Schools outside of LGA - school term sport	Market	per hour	94.00	10%
School Carnival / Tournament	Market	per hour	94.00	10%
Hire - Events/Hire Costs (Full Field)				
Events field hire - standard	Market	per hour	156.00	10%
Events field hire - commercial	Market	per hour	312.50	10%
Bump in / bump out	Market	per hour	Fee + GST	10%
Additional Event/Booking Hire Costs				
Deposit	Security Deposit	per event / booking	520.00	10%
Event Administration Fee	Market	per event / booking	Fee + GST	10%
(includes event hirer pre-event orientation, event plan & WHS induction meetings and post event inspection. Performed by site staff managing event)				
Sports Lighting (in addition to normal hire rates)	Market	per hour	9.50	10%
- charged on a per booking basis (full field or half field)				
Cancellation Fees - greater than 4 weeks (10% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 4 weeks (50% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 7 days (100% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Other				
Sports Competitions				
Senior (upfront lump sum payment accepted)	Market	per team per round	73.00	10%
Junior	Market	per team per round	59.50	10%
Sports Competitions Team Deposit (to be paid on entering a team into competition. The deposit is deducted from the balance of competition fees)	Market	per team per competition	320.00	10%
Cancellation Fees - less than 1 week (100% of hire deposit)	Market	per team per competition	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
SYNTHETIC SPORTING FIELDS				
Getiela (Alexandria Park)				
Centre Programming				
Children's Term Program (after school hours)	Partial Cost	per person per hour	14.20	10%
School Holiday Programming	Partial Cost	per person per hour	14.20	10%
Group (16 years and over) - sport program	Partial Cost	per person per hour	10.20	10%
Concession Group	Partial Cost	per person per hour	7.80	10%
Party - non-catered (minimum 10 people, 1 hour field time)	Market	per person per hour	17.70	10%
Additional staff	Full Cost	per hour	Fee + GST	10%
Additional field time - non-commercial (55% of hire fee)	Market	per hour	86.00	10%
Additional field time - off peak (55% of hire fee)	Market	per hour	53.50	10%
Party Deposit *(to be paid on confirmation of party.* *The deposit is deducted from balance of party fees)*	Market	per event / booking	104.00	10%
Cancellation Fees - less than 1 week (100% of deposit)	Market	per event / booking	Fee + GST	10%
SPORTING FIELDS - ADDITIONAL CHARGES (All user categories and event types)				
Sports Lighting (charged in addition to normal hire rate)				
Level A Fields	Market	per hour	9.00	10%
Level B Fields	Market	per hour	9.00	10%
Events using greater than 50% of the publicly available space on the site, or commercially ticketed/restricted				
Fee	Market	by negotiation	Fee + GST	10%
Standard cricket net hire charge (all nets, all days)				
Fee	Partial Cost	per hour	43.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES				
Security Bond				
Security bonds are set by negotiation. A minimum bond of $2,000.00 applies.				
Security Bond - all user categories	Security Deposit	per event	Fee	0%
Application Fee (All Event Applications)				
Commercial and Private Users	Market	per event	250.00	10%
Registered NFP Organisations, Charities, Public Schools and Non-Commercial Community Applicants	Partial Cost	per event	50.00	10%
Non-commercial, informative or artistic installations	Zero	per hour per location	0.00	10%
George Street Light Rail Route Space Activation	Market	by negotiation	Fee + GST	10%
Use of unbranded barricades for crowd management (at the City's request)	Zero	per hour per location	0.00	10%
Administration Charges				
Reissue of a permit within 48 hours of event commencement	Full Cost	per permit	300.00	10%
Cancellation of issued permit due to wet weather	Full Cost	per occasion	Fee + GST	10%
Cancellation of issued permit by hirer - more than 10 days prior to event commencement, in writing (25% of full fee)	Partial Cost	per permit	Fee + GST	10%
Cancellation of issued permit by hirer - less than 10 days prior to event commencement, in writing	Full Cost	per permit	Fee + GST	10%
Cancellation by the City	Zero	per permit	0.00	10%
Cancellation by the City, for breach of conditions of use	Full Cost	per permit	Fee + GST	10%
Cancellation due to Force Majeure	Full Cost	per permit	Fee + GST	10%
Event Supervision				
Site Supervisor (minimum 4 hour call per call out)	Market	per hour	75.00	10%
User Pays Rangers (minimum 4 hour call per call out)	Full Cost	per hour	90.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	55.00	10%
Event Management - Site Arborist / Parks Manager	Partial Cost	per hour	84.00	10%
Vehicle Access to Site				
Standard Vehicle Entry (e.g.: maintenance vehicles)	Market	per vehicle	160.00	0%
Heavy Goods Vehicle/Crane Entry fee	Market	per vehicle	1210.00	0%
Removal of Bollards, opening of gates for vehicle entry and closure	Market	per occasion	150.00	10%
Power Access to Site				
At sites where power is available				
3 Phase Power Access	Full Cost	per location per day	200.00	10%
Single Phase Power Access	Full Cost	per location per day	85.00	10%
Smart Pole Power Access (City smartpoles only)	Full Cost	by quotation	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES				
Miscellaneous Charges				
Flower Box relocation - within site (100m), and returned to correct position	Full Cost	per occasion	Fee + GST	10%
Flower Box relocation - off-site, and returned to correct position	Full Cost	per occasion	Fee + GST	10%
Ancillary Use of Park - 4 hour Fee	Market	per 4 hours	300.00	10%
Ancillary Use of Park - 8 hour Fee	Market	per 8 hours	500.00	10%
Turning On & Off Water Features (normal business hours)				
Confined Space	Full Cost	by quotation	Fee + GST	10%
Non-confined Space	Full Cost	by quotation	Fee + GST	10%
Turning On and Off Water Features (outside normal business hours)				
Confined Space	Full Cost	by quotation	Fee + GST	10%
Non-confined Space	Full Cost	by quotation	Fee + GST	10%
Ancillary Use - no more than 1m2 footprint (e.g. freestanding promotional install/light boxes) *(subject to compliance with all relevant planning conditions and approvals)*				
Commercial Uses	Market	per week	325.00	10%
Community Events	Zero	per week	0.00	10%
Use of Park/Civic Space - for construction/material storage (not associated with an event)				
Application Fee	Market	per application	500.00	0%
Usage Fee	Market	per m2, per day	40.00	10%
Use of Park/Civic Space - for construction/material storage (associated with an event)				
Usage Fee	Market	per m2, per day	25.00	10%
Restoration, Corrective or Maintenance Works for Parks and Open Space areas *Fees are for the engagement of services by the City for the performance of works within Parks & Open Space areas. This may include restoration works, corrective maintenance or periodic maintenance works to deliver high quality public spaces.*				
Grassed Area				
Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	82.50	10%
Garden Area				
Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	200.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
CITY FARM				
Adult - 16 years and over *Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards.* *In the event of the City organising a City Farm education program for an organisation, the direct costs associated with this program may be charged to the organisation.*				
City Farm Workshops				
Discounts may be available to City Farm members.				
Adult Farm Programs				
Standard 1 hour walk, talk, demonstration	Market	per registrant	30.00	10%
Concession 1 hour walk, talk, demonstration	Market	per registrant	22.50	10%
Standard 1.5 hour walk, talk, demonstration	Market	per registrant	50.00	10%
Concession 1.5 hour walk, talk, demonstration	Market	per registrant	37.50	10%
Standard 2.5 hours (plus materials)	Market	per registrant	75.00	10%
Concession 2.5 hours (plus materials)	Market	per registrant	56.25	10%
Standard 1/2 day (plus materials)	Market	per registrant	95.00	10%
Concession 1/2 day (plus materials)	Market	per registrant	71.25	10%
Standard 1 day (plus materials)	Market	per registrant	120.00 - 200.00	10%
Concession 1 day (plus materials)	Market	per registrant	90.00 - 150.00	10%
Multiple day programs	Partial Cost	by negotiation	Fee + GST	10%
Accredited Courses/Workshops	Market	by negotiation	Fee + GST	10%
Corporate/Professional Development Workshop	Market	by negotiation	Fee + GST	10%
Speaking fee	Market	by negotiation	Fee + GST	10%
Travel fee for speaking events	Partial Cost	per booking / event	Fee + GST	10%
Organisations	Partial Cost	by negotiation	Fee + GST	10%
Adult Lifestyle Programs				
Group Session 1 hour	Market	per registrant	0.00 - 30.00	10%
Standard 1/2 day (plus materials)	Market	per registrant	75.00 - 150.00	10%
Concession 1/2 day (plus materials)	Market	per registrant	56.25 - 112.50	10%
Standard 1 day (plus materials)	Market	per registrant	75.00 - 200.00	10%
Concession 1 day (plus materials)	Market	per registrant	56.25 - 150.00	10%
Sustainability Programs				
LGA Resident	Market	per registrant	0.00 - 60.00	10%
Non-LGA Residents	Market	per registrant	0.00 - 60.00	10%
Organisations	Partial Cost	by negotiation	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
CITY FARM				
City Farm Workshops				
Discounts may be available to City Farm members.				
Webinars				
Standard 1 hour webinar	Market	per registrant	0.00 - 30.00	10%
Concession 1 hour webinar	Market	per registrant	0.00 - 22.50	10%
Standard 1.5 hour webinar	Market	per registrant	0.00 - 50.00	10%
Concession 1.5 hour webinar	Market	per registrant	0.00 - 37.50	10%
Standard 2.5 hour webinar	Market	per registrant	0.00 - 75.00	10%
Concession 2.5 hour webinar	Market	per registrant	0.00 - 56.25	10%
Children's Programs				
Schools Program (2 hour session, up to 25 students)	Market	per session	375.00	10%
Schools Program (additional child per session)	Market	per additional child	15.00	10%
School incursion experience	Market	by negotiation	Fee + GST	10%
Travel fee for incursion experiences	Partial Cost	per booking	Fee + GST	10%
Standard teacher 1 hour orientation session (plus materials)	Market	per registrant	10.00	10%
Concession teacher 1 hour orientation session (plus materials)	Market	per registrant	7.50	10%
Holiday Program 1 hour session (plus materials)	Market	per child per session	13.00	10%
Holiday Program 1.5 hour session (plus materials)	Market	per child per session	18.00	10%
Miscellaneous Children's Activities and Programs	Partial Cost	by negotiation	Fee + GST	10%
Family activity - 1 hour session	Market	per registrant	5.00 - 15.00	10%
Education Display				
External Event	Partial Cost	by negotiation	Fee + GST	10%
Volunteer Experience				
Corporate Activity	Market	by negotiation	Fee + GST	10%
City Farm Room Hire				
Discounts may be available to City Farm members				
Security Deposit - Standard	Security Deposit	per hire	300.00	0%
Security Deposit - Community	Security Deposit	per hire	150.00	0%
Security Deposit - Key	Security Deposit	per booking	35.00	0%
Standard Rate	Partial Cost	per hour	0.00 - 60.00	10%
Community/NFP Rate	Partial Cost	per hour	0.00 - 50.00	10%
City Farm Site Hire				
Filming/Photography Location	Market	per hour	270.00	10%
Other Events	Market	by negotiation	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
CITY FARM				
City Farm Markets and Events				
Discounts may be available to City Farm members				
Stall Hire Fees - Standard	Market	per unit	0.00 - 500.00	10%
Community/NFP Stall Hire Fees	Partial Cost	by negotiation	Fee + GST	10%
City Farm Membership				
Discounts may be available to City Farm members				
Standard	Market	per year	30.00	10%
Concession	Market	per year	20.00	10%
Family/Household	Market	per year	50.00	10%
Group - Corporate	Market	per year	300.00	10%
Group - Not for Profit	Market	per year	150.00	10%
City Farm Tour				
Discounts may be available to City Farm members and community groups				
Tour Only				
Standard tour (45 minutes)	Market	per person	10.00	10%
Concession tour (45 minutes)	Market	per person	7.50	10%
Custom Group Tours	Partial Cost	by negotiation	Fee + GST	10%
Activity as part of tour				
Youth group tour and activity (1.5 hours, up to 12 participants)	Market	per session	180.00	10%
Youth group tour and activity (additional participant per session)	Market	per additional	15.00	10%
Standard group tour and activity (1.5 hours, up to 12 participants	Partial Cost	by negotiation	Fee + GST	10%
City Farm Products				
Produce	Market	per unit	1.00 - 20.00	10%
Plants	Market	per unit	0.50 - 50.00	10%
Seeds	Market	per unit	0.50 - 50.00	10%
DONATION OF TREES AND PARKS ASSETS				
DONATION OF TREES AND PARKS ASSETS				
The City accepts donations of trees and parks assets (such as park seats), subject to City policies and standards. General donations will also be accepted as a contribution to the City's tree planting program, across the City of Sydney local government area.				
Donation of Trees				
The amount specified includes the supply, planting and establishment maintenance of the tree.				
100 to 300 litre tree	Partial Cost	each	1000.00	10%
600 litre tree or above - planted in high profile locations	Market	per tree	5000.00	10%
Donation of Park Assets				
Park seat (style and specification of seats defined by the City. For further information, please enquire with the City's Parks team).	Market	each	3000.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CREATIVE PROGRAMS				
Program fees will also apply to offsite programs delivered at other locations.				
PINE STREET CREATIVE ARTS CENTRE				
Adults 2D Program				
Adults 2D Core Program				
(including some materials)				
2D Adult Core program	Partial Cost	per person, per class	45.00	10%
2D Adult Core Program - Concession per hour			35.00	10%
Adults 2D Short Programs				
2D Adult Short Workshops	Partial Cost	per person, per hour	27.50	10%
2D Adult Short Workshops - Concession			23.50	10%
Adults 2D Masterclass Programs				
2D Masterclass	Partial Cost	per person, per hour	36.00	10%
2D Masterclass - Concession			25.50	10%
Adults Ceramic Program				
Adult Ceramics Term Program				
(including some materials)				
Ceramics Adult Core Program	Partial Cost	per person, per class	50.00	10%
Ceramics Adult Core Program - Concession			41.00	10%
Adult Ceramics Short Program				
Ceramics Short Workshops	Partial Cost	per person, per hour	32.50	10%
Ceramics Short Workshops - Concession			28.50	10%
Adult Ceramics Masterclass Program				
Ceramics Masterclass	Partial Cost	per person, per hour	42.00	10%
Ceramics Masterclass - Concession			30.50	10%
Adults Printmaking				
Adult Printmaking Core Program				
(including some materials)				
Printmaking Adult Core Program	Partial Cost	per person, per class	45.00	10%
Printmaking Adult Core Program - Concession			35.00	10%
Adult Printmaking Short Program				
Printmaking Short Workshops	Partial Cost	per person, per hour	27.50	10%
Printmaking Short Workshops - Concession			23.50	10%
Adult Printmaking Masterclass Program				
Printmaking Masterclasses	Partial Cost	per person, per hour	36.00	10%
Printmaking Masterclasses - Concession			25.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CREATIVE PROGRAMS				
Program fees will also apply to offsite programs delivered at other locations.				
PINE STREET CREATIVE ARTS CENTRE				
Adults Object Programs				
Adult Object Core Program				
(including some materials)				
Object Adult Core Program	Partial Cost	per person, per class	45.00	10%
Object Adult Core Program - Concession			35.00	10%
Adult Object Short Program				
Object Short Workshops	Partial Cost	per person, per hour	27.50	10%
Object Short Workshops - Concession			23.50	10%
Adult Object Masterclass Program				
Object Masterclasses	Partial Cost	per person, per hour	36.00	10%
Object Masterclasses - Concession			25.50	10%
Children & Youth Programs				
School Holiday Creative Workshops				
Per 6 hour Full Day Session	Partial Cost	per person	96.00	10%
Per 6 hour Full Day Session - Concession			76.50	10%
Per Part Day Session (up to 4 hours)	Partial Cost	per person	69.50	10%
Per Part Day Session (up to 4 hours) - Concession			55.00	10%
Children's & Youth Term Course				
Children's and Youth Term Course (on-site)	Partial Cost	per person, per class	29.50	10%
Children's and Youth Term Course (on-site) - Concession			23.50	10%
Children's and Youth Term Course (off-site)	Partial Cost	per person, per class	39.00	10%
Children's and Youth Term Course (off-site) - Concession			31.00	10%
Children's and Youth Ceramics Term Course (on-site)	Partial Cost	per person, per class	35.00	10%
Children's and Youth Ceramics Term Course (on-site) - Concession			28.50	10%
Children's and Youth Short Program				
Children's and Youth Short Program	Partial Cost	per person, per hour	26.50	10%
Children's and Youth Short Program - Concession			22.50	10%
Late Fees				
Fee for late pick up of children from workshops	Partial Cost	flat fee	21.50	10%
Additional Charges				
Additional firing (per kilo minimum)	Full Cost	per person	9.50	10%
Additional Class Materials (applicable to all Term Programs)	Partial Cost	per person	0.00 - 1530.00	10%
Other Programs				
Studio Workshop Program (General)	Partial Cost	per person	0.00 - 510.00	10%
Bespoke Term/Workshop/Masterclass (incl. some materials)	Partial Cost	per person	0.00 - 1500.00	10%
Other Charges				
Art Tutor Rate	Market	per hour	100.00	10%

Description	Pricing Code	Unit of Measure	$ Fee	GST
CREATIVE PROGRAMS				
Program fees will also apply to offsite programs delivered at other locations.				
IDEAS LAB, DARLING SQUARE LIBRARY				
Makerspace Programs				
Makerspace Public Program - Full	Market	per session	0.00 - 800.00	10%
Makerspace Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%
Custom workshop/masterclass (including some materials)	Market	per person	0.00 - 1500.00	10%
Materials	Market	per person	0.00 - 1500.00	10%
Tutor Rate	Market	per hour	55.00 - 200.00	10%
Makerspace Services				
3-D Printing				
Each 3-D printing job will incur a set-up fee, and a printing time fee.				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Printing Time Fee				
A maximum fee of $30.00 per 3D printing job applies.				
Printing Time Fee	Market	per hour	3.00	10%
Laser Cutting				
Each laser cutting job will incur a set-up fee, a materials fee and a printing time fee.				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Materials Fee				
Materials Fee	Market	per job, per item	0.00 - 200.00	10%
Printing Time Fee				
A maximum fee of $30.00 per 3D printing job applies.				
Printing Time Fee	Market	per hour	0.10	10%
Makerspace Venue Hire				
All rates are on a per hour basis, subject to negotiation (where indicated). The rates do not include induction into the makerspace or the development and facilitation of workshops. 'With equipment' rates include the utilisation of City-owned makerspace equipment, subject to completion of induction. Within the fee range, the rate charged may take into account the length and nature of the booking, and the utilisation of City-owned equipment (where applicable).				
Community Hire				
Community Hire - with equipment	Partial Cost	by negotiation	0.00 - 125.00	10%
Community Hire - without equipment	Partial Cost	per hour	0.00 - 60.00	10%
Start-up Hire				
Start-up Hire - with equipment	Partial Cost	by negotiation	0.00 - 180.00	10%
Start-up Hire - without equipment	Partial Cost	per hour	0.00 - 80.00	10%
Corporate Hire				
Corporate Hire - with equipment	Market	by negotiation	0.00 - 250.00	10%
Corporate Hire - without equipment	Market	per hour	0.00 - 120.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY SERVICES				
LIBRARY MEMBERSHIP				
Annual Membership				
Residents	Legislative	annual	0.00	0%
People living outside the City of Sydney local government area	Zero	annual	0.00	0%
Workers within the City of Sydney local government area	Zero	annual	0.00	0%
Non-Resident - with Seniors Card or on Benefits	Zero	annual	0.00	0%
Non-Resident - children up to 18 years of age	Zero	annual	0.00	0%
Non-Resident - homeless	Zero	annual	0.00	0%
Non-Resident - living in post code 2042	Zero	annual	0.00	0%
Special Membership	Market	Annual	0.00 - 100.00	0%
Replacement Membership Card	Market	per card	5.00	0%
Quarterly Membership				
Non-Resident - no permanent NSW address	Market	quarterly	20.00	0%
Reservation and Loans				
Inter Library Loan	Market	per item	6.00	10%
Rush and Express Inter Library Loan (minimum fee - fees vary depending on rate charged by other library)	Market	min fee/item	55.00	10%
Inter Library Loan - charging library (minimum fee - fees vary depending on rate charged by other library)	Market	per item	30.00	10%
Request of Purchase	Zero	per item	0.00	10%
Lost Items				
Both a replacement and a processing fee apply to each lost item.				
Replacement Fee				
Replacement Fee - based on cost of item	Full Cost	per item	Fee + GST	10%
Processing Fee				
Lost Book	Market	per item	5.00 - 20.00	10%
Lost Periodicals	Market	per item	5.00 - 20.00	10%
Other lost items - including makerspace kits, musical instruments, gaming consoles, CD's, DVD's, audiovisual equipment	Market	per item	5.00 - 20.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY SERVICES				
LIBRARY SERVICES				
Photocopies / Printing / Scanning				
Colour photocopies - photo quality				
A4 Colour	Market	per page	1.00	10%
A3 Colour	Market	per page	2.00	10%
Black and White Photocopying				
A4 Black & White	Market	per copy	0.20	10%
A3 Black & White	Market	per copy	0.30	10%
A4 Laser Printing				
Black & White	Market	per A4 page	0.20	10%
Colour	Market	per A4 page	1.00	10%
A3 Laser Printing				
Black & White	Market	per page	0.30	10%
Colour	Market	per page	2.00	10%
3-D Printing				
Set Up Fee plus	Market	per job per item	5.00	10%
Printing Time Fee				
A maximum fee of $30.00 per 3D printing job applies.				
Printing Time Fee	Market	per hour	3.00	10%
Internet & Wi-Fi Access				
Members	Zero	per half hr or part thereof	0.00	10%
Non Members	Zero	per half hr or part thereof	0.00	10%
PC Access				
Members	Zero	per half hour or part thereof	0.00	10%
Non Members - Internet research only PC's	Zero	per half hour or part thereof	0.00	10%
Non Members - Internet, Email, MS Office, Adobe Creative Cloud PC's	Market	per hr or part thereof	3.50	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY SERVICES				
LIBRARY SERVICES				
Makerspace Services				
3-D Printing				
Each 3-D printing job will incur a set-up fee, and a printing time fee.				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Printing Time Fee				
A maximum fee of $30.00 per 3D printing job applies.				
Printing Time Fee	Market	per hour	3.00	10%
Laser Cutting				
Each laser cutting job will incur a set-up fee, a materials fee and a printing time fee.				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Materials Fee				
Materials Fee	Market	per job, per item	0.00 - 200.00	10%
Printing Time Fee				
A maximum fee of $30.00 per 3D printing job applies.				
Printing Time Fee	Market	per hour	0.10	10%
LIBRARY PROGRAMS				
Technology Program				
Technology Class - Full	Market	per session	0.00 - 200.00	10%
Technology Class - Concession	Partial Cost	per session	0.00 - 200.00	10%
Library Public Programs				
Library Public Program - Full	Market	per session	0.00 - 800.00	10%
Library Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%
Makerspace Materials	Market	per person	0.00 - 500.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LIBRARY SERVICES				
MISCELLANEOUS SERVICES				
Library Bag				
Fee	Market	each	1.00 - 30.00	10%
USB Stick				
Fee	Market	each	5.00 - 20.00	10%
Headphone				
Fee	Market	each	5.00 - 30.00	10%
Bicycle Puncture Repair				
Fee	Market	per pack of 5	5.00	10%
Sale of Library Items/Merchandise				
Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 100.00	10%
Book Club Kit Annual Fee				
Fee	Market	annual	0.00 - 100.00	10%
HISTORY PUBLICATIONS				
SALE OF PUBLICATIONS				
Titles				
"The Accidental City"	Market	each	5.00	10%
"Sydney Town Hall"	Market	each	5.00	10%
"Capitol Theatre"	Market	each	5.00	10%
"Sacked! The Sydney City Council 1853-1988"	Market	each	5.00	10%
"Pyrmont & Ultimo [2nd edition]"	Market	each	30.00	10%
"Chippendale [2nd edition]"	Market	each	30.00	10%
"Surry Hills [2nd edition]"	Market	each	30.00	10%
"Millers Point [2nd edition]"	Market	each	30.00	10%
"South Sydney Social History"	Market	each	50.00	10%
"Red Tape Gold Scissors [English 2nd edition]"	Market	each	30.00	10%
"Sydney Town Hall & Collections"	Market	each	50.00	10%
"Grandeur & Grit (Glebe History)"	Market	each	35.00	10%
"We Never Had a Hotbed of Crime" - Hardback	Market	each	10.00	10%
"We Never Had a Hotbed of Crime" - Paperback	Market	each	5.00	10%
Barani Barrabugu Booklet Bulk Request	Partial Cost	per order	Fee + GST	10%
For Barani Barrabugu Booklets: *Orders of up to 300 booklets are free.* *Orders of 300 to 999 booklets are charged at 50% of the cost of production.* *Orders of 1000 or more booklets are charged at 100% of the cost of production.*				
"Our City: 175 years in 175 objects" Exhibition Catalogue	Market	each	20.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
CHILD CARE CENTRES / KINDERGARTENS				
Standard fees or relief program fees for after school care and vacation care may be waived or discounts made available to families, at specific centres, who meet specific eligibility criteria.				
ALEXANDRIA CHILD CARE CENTRE				
An 85% discount off the standard childcare fee is available for eligible families.				
Holding Deposit				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	on enrolment	Fee	0%
Child Care Fees				
Under 3yrs of age				
Standard Fee	Partial Cost	per child	118.00	0%
Over 3yrs of age				
Standard Fee	Partial Cost	per child	113.00	0%
REDFERN OCCASIONAL CARE CENTRE				
An 85% discount off the standard fee or relief program fee is available for eligible families.				
Standard Fee				
Half Day	Partial Cost	per child	36.50	0%
Full Day	Partial Cost	per child	73.00	0%
Relief Program Fee for eligible families				
Half Day	Partial Cost	per child	21.00	0%
Full Day	Partial Cost	per child	42.00	0%
BROUGHTON STREET KINDERGARTEN / HILDA BOOLER KINDERGARTEN				
Holding Deposit				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	on enrolment	Fee	0%
Standard Fee				
Standard Fee	Partial Cost	per day	52.00	0%
Relief Program Equity Fee				
Reduced rate fee for children who meet the Start Strong Equity Funding Criteria	Partial Cost	per session	14.00	0%
CHILD CARE / CHILDREN'S PROGRAM MISCELLANEOUS SERVICES				
Children's Activities				
Children's Activities	Full Cost	per child per hour	0.00 - 50.00	0%
CHILD CARE / KINDERGARTEN LATE FEES				
Late Fees				
Up to 15 minutes after the session ends or service closes	Partial Cost	per family	20.00	0%
Between 16 - 30 minutes after the service closes	Partial Cost	per family	40.00	0%
Between 31 - 45 minutes after the service closes	Partial Cost	per family	60.00	0%
Between 46 - 60 minutes after the service closes	Partial Cost	per family	80.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
AFTER SCHOOL CARE / VACATION CARE				
A full discount on the advertised fee may be applied, on application, to families who meet specific eligibility criteria.				
ULTIMO CHILDREN'S PROGRAM / PYRMONT CHILDREN'S PROGRAM / KING GEORGE V (The Rocks) CHILDREN'S PROGRAM				
An 85% discount off the standard fees for after school care or vacation care is available for eligible families.				
Holding Deposit				
After School Care				
Permanent After School Care users				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	on enrolment	Fee	0%
After School Care				
Standard Fee	Partial Cost	per afternoon	27.00	0%
Vacation Care				
(cost of excursions included in fee)				
Standard Fee	Partial Cost	per day	61.00	0%
WOOLLOOMOOLOO CHILDREN'S PROGRAM				
An 85% discount off the standard fees for after school care or vacation care is available for eligible families.				
Holding Deposit				
After School Care				
Permanent After School Users				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	on enrolment	Fee	0%
After School Care				
Standard Fee	Partial Cost	per afternoon	27.00	0%
Vacation Care				
(cost of excursions included in fee)				
Standard Fee	Partial Cost	per day	61.00	0%
Saturday Program				
Standard Fee	Partial Cost	per day	50.00	0%
AFTER SCHOOL / VACATION CARE LATE FEES				
Applicable to all centres except Surry Hills				
Late Fees				
Up to 15 minutes after the session ends or service closes	Partial Cost	per family	20.00	0%
Between 16 - 30 minutes after the service closes	Partial Cost	per family	40.00	0%
Between 31 - 45 minutes after the service closes	Partial Cost	per family	60.00	0%
Between 46 - 60 minutes after the service closes	Partial Cost	per family	80.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY SERVICES				
ACTIVITY / COMMUNITY CENTRE MEALS				
Meal Fee waiver may be available on request (subject to conditions)				
Centre Meals Fee				
Fee	Partial Cost	per meal	0.00 - 20.00	0%
MEALS ON WHEELS SERVICE				
Operated from the City's Burrows Rd Distribution Centre. A Meal Fee waiver may be available on request (subject to conditions)				
Meals - Provided to Home & Community Care Clients (HACC Funded) OR Meals - Provided to Commonwealth Funded Aged Care Packages (No HACC Funding)				
Meal Only (Standard)	Partial Cost	Meal	6.60	0%
Meal Only (Salad)	Partial Cost	Meal	6.60	0%
Dessert (subject to conditions)	Partial Cost	Meal	2.00	0%
Soup Only (subject to conditions)	Partial Cost	Meal	2.00	0%
Bread (subject to conditions)	Zero	Meal	0.00	0%
Snack Only	Partial Cost	Meal	2.00 - 10.00	0%
Service Provider Fee - Commonwealth funded Aged Care Packages and Non Resident Clients				
Customers not eligible for Disability or Aged Care Funding subsidy or Non Resident	Full Cost	Meal	11.55	0%
Service Provider Fee - For National Disability Insurance Scheme (NDIS) funded Packages				
Eligible NDIS Customers	Full Cost	Meal	11.55	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY PROGRAMS & SERVICES				
COMMUNITY BUS SCHEME				
Category A (Subject to CEO Approval)				
Partnership Programs with the City of Sydney				
Half Day (up to 4 hours)	Zero	per booking	0.00	10%
Full Day (over 4 hours)	Zero	per booking	0.00	10%
Additional overnight charge	Zero	per night	0.00	10%
Cleaning Fee - to be charged if buses not returned clean	Partial Cost	per booking	103.00	10%
Refuelling Fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Category B				
Non-profit Organisations / Community Groups / Disadvantaged Schools				
Full Day (over 4 hours)	Partial Cost	per booking	29.00	10%
Additional overnight charge	Partial Cost	per night	91.00	10%
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	103.00	10%
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Failure to notify a booking cancellation - Full Day	Partial Cost	per booking	29.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	51.00	10%
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee + GST	10%
Category C				
Other Groups / Non City of Sydney Organisations / Other Schools				
Half day (up to 4 hours)	Partial Cost	per booking	103.00	10%
Full Day (over 4 hours)	Partial Cost	per booking	174.00	10%
Additional overnight charge	Partial Cost	per night	91.00	10%
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	103.00	10%
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Failure to notify a booking cancellation - Half Day	Partial Cost	per booking	103.00	10%
Failure to notify a booking cancellation - Full Day	Partial Cost	per booking	174.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	51.00	10%
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee + GST	10%
Additional Fees for Provision of Bus Drivers				
Monday - Friday 8:15am to 5pm (minimum 4 hrs)	Market	per hour	51.00	10%
Monday - Friday 5pm to midnight (minimum 4 hrs)	Market	per hour	102.00	10%
Weekend - 7am - midnight (minimum 4hrs)	Market	per hour	102.00	10%
Public Holidays	Market	per hour	153.00	10%
Fuel Usage Charge				
To be approved by the Community Transport Coordinator prior to confirmation of bus booking				
Fee	Partial Cost	per km	0.46	10%
Insurance Excess Fee				
To recover the cost of any repairs below Council's insurance excess				
Costs incurred by the City	Full Cost	per incident	Fee + GST	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
COMMUNITY PROGRAMS & SERVICES				
CITY SPACES PROGRAMS AND ACTIVITIES				
Includes centre based activities, classes, events and programs and online programs				
Programs, Activities and Outings				
Fee	Partial Cost	per activity	0.00 - 250.00	10%
Special Youth Events				
Activities and Excursions (recovery of the City's costs up to $100)	Partial Cost	per person	Fee + GST	10%
Equipment Hire and Sales				
Equipment Hire	Partial Cost	per item	0.00 - 60.00	10%
Equipment and Materials Sales	Market	per item	Fee + GST	10%
Photocopies / Printing				
A4 Black & White	Market	per copy	0.20	10%
A3 Black & White	Market	per copy	0.30	10%
A4 Colour	Market	per copy	1.00	10%
A3 Colour	Market	per copy	2.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
BANNER POLES				
BANNER POLE ADVERTISING				
30% of fee to be paid as deposit on booking. The balance of the fee is invoiced and due once the banners are installed. If the order is cancelled within ninety (90) days of installation date, the deposit will be forfeited.				
Simple Sequence				
Establishment Fee (for less than 51 banner installations or dismantles)				
This fee applies once on installation, and once on dismantling, per campaign.				
Fee	Market	per campaign	580.00	0%
Installation Fee				
0-150 Banners	Market	per banner	45.00	0%
More than 150 Banners	Market	per banner	30.50	0%
Dismantle Fee				
0-150 Banners	Market	per banner	45.00	0%
More than 150 Banners	Market	per banner	30.50	0%
Cleaning				
Washing, Labelling & Packing	Market	per banner	13.00	0%
Washing	Market	per banner	8.00	0%
Banner Disposal (applicable until recycling is implemented)	Market	per banner	5.70	0%
Banner Recycling	Full Cost	per banner	8.20	0%
Complex Sequence				
Establishment Fee (for less than 51 banner installations or dismantles)				
This fee applies once on installation, and once on dismantling, per campaign.				
Fee	Market	per campaign	580.00	0%
Installation Fee				
0-150 Banners	Market	per banner	50.00	0%
More than 150 Banners	Market	per banner	35.50	0%
Dismantle Fee				
0-150 Banners	Market	per banner	45.00	0%
More than 150 Banners	Market	per banner	30.50	0%
Cleaning				
Washing, Labelling & Packing	Market	per banner	13.00	0%
Washing	Market	per banner	8.00	0%
Banner Disposal (applicable until recycling is implemented)	Market	per banner	5.70	0%
Banner Recycling	Full Cost	per banner	8.20	0%
Commercial Rate				
Commercial Rate - Premium	Market	per banner per week	165.00	0%
Commercial Rate				
Commercial Rate - City	Market	per banner per week	130.00	0%
Commercial Rate - Urban	Market	per banner per week	82.50	0%

Description	Pricing Code	Unit of Measure	$ Fee	GST
BANNER POLES				
BANNER POLE ADVERTISING				
Charity				
Rate - Charity Organisations (with DGR Status)	Market	per banner per week	26.00	0%
Not for Profit				
Not For Profit Rate	Market	per banner per week	75.00	0%
Government				
Government Rate - Premium	Market	per banner per week	130.00	0%
Government Rate - City	Market	per banner per week	105.00	0%
Government Rate - Urban	Market	per banner per week	77.50	0%
Sponsorship				
Not for Profit				
Not for Profit Rate	Market	per banner per week	75.00	0%
Government				
Government Rate - Premium	Market	per banner per week	130.00	0%
Government Rate - City	Market	per banner per week	105.00	0%
Government Rate - Urban	Market	per banner per week	77.50	0%
Charity				
Rate - Charity Organisations (with DGR Status)	Market	per banner per week	26.00	0%
Delivery fees				
Outside the Sydney metropolitan area	Market	per campaign	290.00	0%
Within the Sydney metropolitan area	Market	per campaign	160.00	0%
Order Variation Fee				
Order Variation Fee	Market	per campaign	435.00	0%
Urgency Fees				
Applicable when installers receive late banner deliveries close to the installation date				
Urgency Fee	Market	per campaign	785.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
EVENTS				
HIRE OF EVENT ASSETS				
Production Items	Market	per item per week	0.00 - 600.00	10%
Scenic Items	Market	per item per week	0.00 - 650.00	10%
Scenic Installations	Partial Cost	per item	Fee + GST	10%
EVENT TICKETING				
Event Ticket	Market	per person	0.00 - 400.00	10%
SALE OF EVENT ITEMS (INCLUDING BANNERS)				
Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 200.00	10%
Medium Value Item (medium size/limited volume/good quality)	Market	per item	200.00 - 800.00	10%
High Value Item (large size/very limited volume/ exceptional quality)	Market	per item	600.00 - 1000.00	10%
EVENT PARTICIPATION				
Stall / Vending Hire				
Stall Hire	Market	per unit	0.00 - 3000.00	10%
Vending Hire Fees	Market	per item	0.00 - 3000.00	10%
Sydney Lunar Festival Dragon Boat Races				
Individual Entrance Fee	Partial Cost	per person	13.00 - 50.00	10%
Team Entrance Fee	Partial Cost	per team	400.00 - 999.00	10%
Marquee Hire Fee	Partial Cost	per unit	450.00 - 650.00	10%
Training Session Fee	Partial Cost	per session	0.00 - 255.00	10%
Insurance Fee	Partial Cost	per person	0.00 - 150.00	10%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
LEGAL				
DOCUMENT PREPARATION				
Document				
Positive Covenant or Restriction on the use of land	Full Cost	per document	550.00	10%
Simple Deed or Agreement	Full Cost	per document	1650.00	10%
Short Form Planning Agreement (unamended standard form)	Zero	per document	0.00	0%
Short Form Planning Agreement (amended)	Full Cost	per document	1650.00	10%
Simple or Standard Planning Agreement	Full Cost	per document	5500.00	10%
Complex or Non-Standard Planning Agreement	Full Cost	per document	11000.00	10%
INFORMATION MANAGEMENT				
CITY RECORDS - FORMAL GIPAA APPLICATIONS				
Formal Access Application (not personal information of applicant)				
Application Fee	Legislative	per request	30.00	0%
Processing Charge	Legislative	per hour	30.00	0%
Formal Access Application (personal information of applicant)				
Application Fee	Legislative	per request	30.00	0%
Processing Charge - first 20 hours	Legislative	per request	0.00	0%
Processing Charge after the first 20 hrs	Legislative	per hour	30.00	0%
Internal Review				
Application Fee	Legislative	per request	40.00	0%
Discounts on Applications				
An applicant is entitled to a 50% reduction of the applicable processing charge if the City is satisfied that the applicant is suffering from financial hardship and/or there is a special benefit to the public generally	Legislative	per request	Fee	0%
CITY RECORDS - INFORMAL GIPAA REQUESTS				
Copies of Documents				
Digitisation (other than of files) - at cost to Council	Full Cost	per request	Fee	0%
Digitisation of files (per folder)	Partial Cost	per file	25.00	0%
Copies of Photographs				
Digitisation of photograph	Full Cost	per image	20.00	0%
Licence Fee/Permission to use Copies of Archival Material				
e.g.: as illustrations, for display				
Commercial purpose	Zero	per use	0.00	0%
Non-Commercial purpose	Zero	per use	0.00	0%
Student use	Zero	per use	0.00	0%
SUBPOENA PROCESSING				
Also see fees under Legal category - Document / File Preparation for Court				
Conduct Money				
Conduct Money	Full Cost	per application	30.00	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
FINANCE				
RATES & VALUATION CERTIFICATES				
Section 603 Certificates - Local Government Act 1993				
Normal Fee (by Ministerial Decree)	Legislative	per certificate	90.00	0%
Bulk reprinting of rate notices				
Bulk hardcopy reprinting of rate notices - recovery of charges by the City's supplier	Full Cost	per hour	Fee	10%
SECURITIES				
Fee for Refundable Security Deposits & S7.11 Contributions				
Base Management Fee - BDD pre-2004 where applicable	Partial Cost	Deposit Amt	2.20 %	10%
FINANCE CHARGES				
Enquiry Fees				
Cheques Special Clearance	Partial Cost	per cheque	40.00	10%
Investigation Fee	Partial Cost	per item	35.00	10%
Dishonoured Fee				
Cheques, Electronic Transactions, Credit Cards, etc	Partial Cost	per item	35.00	10%
Rates Refunds				
Rates Refund Fee	Partial Cost	per assessment	50.00	10%
Presentation Charges				
Presentations by City staff	Partial Cost	per event	0.00 - 2500.00	10%
Presentations/technical advice to visiting organisations	Partial Cost	per day per event	0.00 - 2500.00	10%
INTEREST ON OVERDUE DEBTS				
Interest on Overdue Rates				
Per annum rate, calculated daily:				
Interest Rate	Legislative	per assessment	6.00 %	0%
Interest on Other Overdue Debts				
Per annum rate, calculated daily:				
Interest Rate	Partial Cost	per debt	6.00 %	0%

SCHEDULE OF FEES and CHARGES 2022/23

Description	Pricing Code	Unit of Measure	$ Fee	GST
SUSTAINABILITY				
BUILDING UPGRADE FINANCE				
Previously Environmental Upgrade Agreements				
Administration Fee				
Loan Amount - up to $50,000	Partial Cost	per agreement	260.00	10%
Loan Amount - $50,001 to $200,000	Partial Cost	per agreement	1300.00	10%
Loan Amount - $200,001 to $400,000	Partial Cost	per agreement	3100.00	10%
Loan Amount - $400,001 to $800,000	Partial Cost	per agreement	6200.00	10%
Loan Amount - $800,001 to $1,400,000	Partial Cost	per agreement	11350.00	10%
Loan Amount - $1,400,001 to $2,500,000	Partial Cost	per agreement	11350.00	10%
Loan Amount - $2,500,001 to $4,000,000	Partial Cost	per agreement	11350.00	10%
Loan Amount - $4,000,001 to $8,000,000	Partial Cost	per agreement	11350.00	10%
Loan Amount - $8,000,001 to $12,000,000	Partial Cost	per agreement	11350.00	10%
Loan Amount - more than $12,000,000	Partial Cost	per agreement	11350.00	10%
Other Charges				
Late Payment Fee	Full Cost	per occasion	$64.00 + court fees	10%
Amendment Fee	Partial Cost	per amendment	360.00	10%
GREEN VILLAGES				
Green Villages Workshops				
In the event of the City of Sydney organising a Green Villages workshop for an organisation, the direct costs associated with this workshop may be charged to the organisation.				
Residents	Market	per registrant	0.00 - 60.00	10%
Non-Residents	Market	per registrant	0.00 - 60.00	10%
Organisations	Partial Cost	by negotiation	Fee + GST	10%



Commercial Venue Hire

Fees and Charges
2022/23
Appendix 1

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

CITY OF SYDNEY

Contents

Introduction 2

Overview 3

Hirer categories 4

Venue hire rates 5

Sydney Town Hall 7

- Centennial Hall and Vestibule 7
- Lower Town Hall 7
- Ancillary venues 8

Customs House 9

- Barnet Long Room 9

Paddington Town Hall 10

- Stapleton Hall 10

Equipment charges (all venues) 11

- Audio equipment 11
- Lighting equipment 13
- Vision equipment 14
- Audio and visual packages 17
- Rigging equipment 20
- Staging equipment and services 20
- Soft goods and draping 23

Personnel and other additional charges (all venues) 24

- Personnel 24
- Miscellaneous 26
- Surcharges / bonds / commissions 27
- Public liability insurance 27

Cover Image: Sydney Town Hall, Sydney – Photo by Katherine Griffiths / City of Sydney

Introduction

The City of Sydney offers several landmark venues for hire, for corporate functions, wedding receptions, live performances, exhibitions, film shoots and other events.

These landmark venues are:

Sydney Town Hall

– Centennial Hall

– Lower Town Hall

– Ancillary venues

Customs House

– Barnet Long Room

Paddington Town Hall

– Stapleton Hall

These venues are managed on a commercial basis by the City's Venue Management business unit. This document outlines the fees and charges for these landmark venues.

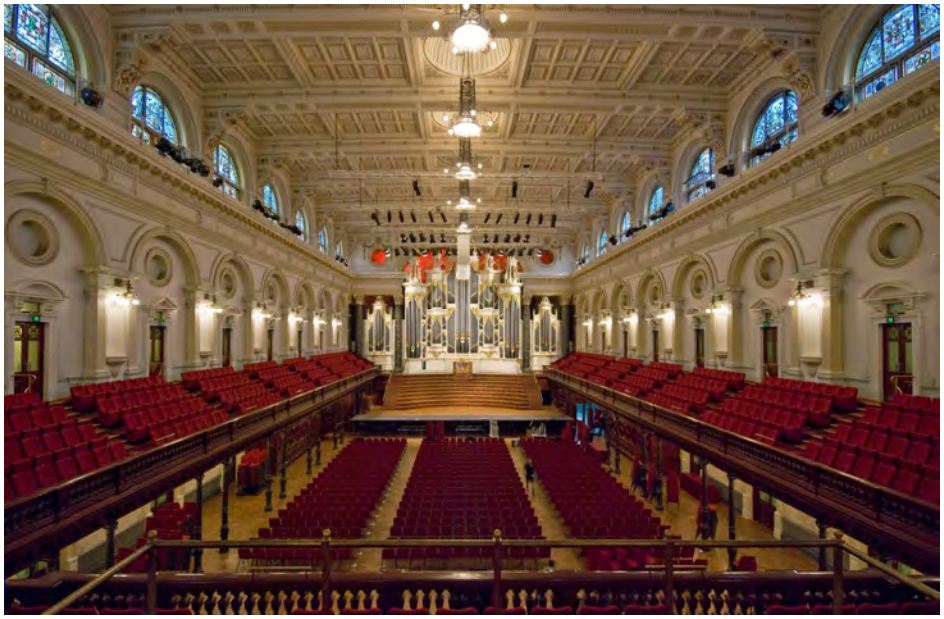


Figure 1. Centennial Hall, Sydney Town Hall – Photo by Paul Patterson / City of Sydney

Overview

The fees and charges for these landmark venues are categorised as follows:

– Venue hire
– Technical services
– Personnel, and
– Miscellaneous.

Venue hire fees are the fees applicable for hiring the venue for a period. These fees are calculated on an hourly rate, subject to a minimum number of hours per event type.

Technical services charges are charges for the hiring of audio and visual equipment. They are most commonly charged on a per item per day basis. However, Venue Management does offer several packages tailored to different types of events.

Personnel charges are charges for technical and event support staffing, to facilitate an event.

Miscellaneous charges relate to ancillary services which may be required to facilitate an event, including building management, sub-hiring, communications technology, and waste removal.

Please note the following in relation to pricing:

– Pricing in this document is valid from 1 July 2022 until 30 June 2023.
– All prices quoted include GST, unless stated otherwise.
– The basis of pricing is market rates, unless stated otherwise.

Hirer categories

The City recognises 2 customer/hirer categories in relation to the hire of landmark venues, as follows:

Category 1 – For profit organisation / individual

- Any organisation (including federal / state governments) that operate their business with the purpose of generating revenue, and whose event may or may not contribute to that goal of revenue generation.
- A group or individual who, although their event has no revenue generation purpose, is holding a private activity (e.g. wedding, reception, dinner, meeting, cocktail party, etc).

Category 2 – Not-for-profit organisation

- Any organisation that does not operate to derive any profit, personal gain or benefits from its operation and whose purpose is to benefit the community through its activities.
- This includes charities and community organisations, both of which may aim to raise funds of which are spent on benefitting the wider community.
- To be considered as a Category 2 customer/hirer, the organisation must provide the City with a copy of their Letter of Incorporation or evidence of not-for-profit status.

Venue hire rates

The Venue Management unit will negotiate a venue hire rate for landmark venues with customers, based on the nature and the requirements of the booking.

The factors which may be considered by Venue Management, when negotiating a venue hire rate are outlined below.

Subsidised rates

- Subsidised rates (for venue hire only) may be available to registered not-for-profit and charitable organisations, and to public schools based in the local government area.
- Eligible customers may receive a discount of up to 25% on venue hire charges.
- Subsidised rates are not applicable to other fees and charges related to the booking (such as equipment hire, personnel and miscellaneous charges).
- To be eligible for subsidised rates, the hirer must be a registered not-for-profit organisation at the time of signing their event contract. Subsidised rates will not be backdated or applied retrospectively.
- Subsidised rates may be offered in conjunction with other promotions or seasonal pricing. This will be at the discretion of the City and subject to relevant terms and conditions.

Seasonal pricing

- Seasonal pricing / rate adjustments may apply.
- Where seasonal rates are applied, the base rate advertised below may increase or decrease accordingly.
- Seasonal rates may be applied to all or part of the booking period, or to individual days, at the discretion of the City.

Bundled / all-inclusive / package rates

- The City may, where appropriate, negotiate a bundled / all-inclusive / package rate, which incorporates charges for several different services and fees.
- This rate may be charged on a per person or per hour basis, or as a lump sum amount, or another applicable basis.
- This rate may include charges for third party suppliers required to facilitate the event and may include commissions or mark-ups, as appropriate.

Multiple day events

- The venue hire rate for multiple day events (of any type, excluding exhibitions) of 3 or more days are subject to negotiation.
- Standard rates, including a total minimum venue hire charge, apply to exhibitions with a duration of 14 days or less.
- Fees and charges for exhibitions with a duration of 15 days or more are subject to negotiation.

Long Duration Events

- The venue hire rate for events that are of a long duration (15 days or more, excluding exhibitions), and occupy the majority of spaces of a single building (ie: Sydney Town Hall), are subject to negotiation.

Promotions

– The City may, from time to time as appropriate, implement and run promotional activities.

– These promotional activities may include, but not be limited to, offering booking incentives, discounts, and value-add incentives.

– Where the City determines to implement and run such promotional activities, the rate will be determined by the City as it sees fit, and in line with market conditions.

Performing arts technical services rates

– The City may, from time to time, elect to support the performing arts by offering co-promotional, tiered, or seasonal rates on technical equipment and services.

  These rates will only be available upon application to eligible hirers for live performance and performing arts events.

Support for Grant Recipients

– Hirers awarded a grant from the City (either in cash or value-in-kind) to be used towards a landmark venue hire booking, will be entitled to a 25% reduction on their equipment hire fees.



Figure 2. Barnet Long Room, Customs House at Circular Quay – Photo by Anna Kucera / City of Sydney

Sydney Town Hall

Centennial Hall and Vestibule

Category	Total minimum hours per day	Total minimum venue hire charge ($)	Hourly rate[1]
Catered rate	17	13,855	1,125
Standard rate	15	16,875	1,125
Standard half day rate	8	11,040	1,380
Elections	12	29,640	2,470
Load-in / load-out full day	–	–	By negotiation
Non-performance day	–	–	By negotiation

1 Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge.

These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

Lower Town Hall

Category	Total minimum hours per day	Total minimum venue hire charge ($)	Hourly rate
Standard rate	4	2,740	685
Exhibition [1] (1-2 days)	10	6,850	685
Exhibition [1] (3-14 days)	10	5,400	540
Exhibition [1] (15 days+)	–	Upon application	Upon application
Elections [2]	12	13,800	1,150
Load-in / load-out full day	–	–	By negotiation
Non-performance day	–	–	By negotiation

[1] One combined patron entrance / exit only

[2] Separate patron entrance and exit

Ancillary venues

Category	Total minimum hours per day	Total minimum venue hire charge ($)	Hourly rate [1]
Lower Town Hall Foyer	4	660	165
Marconi Room (composite)	4	1,060	265
Marconi Room A	4	620	155
Marconi Room B	4	620	155
Marconi Terrace	4	2,120	530
Southern Function Room	4	620	155
Treasury Room	4	620	155
The Vault	4	620	155
Vestibule [2]	5	4,275	855
VIP Boardroom	4	420	105

[1] Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

[2] Hiring of the Vestibule is at the discretion of the City and does not include access to Centennial Hall.

Customs House

Barnet Long Room

Venue hire is inclusive of the Barnet Long Room, pre-function rooms, balcony and boardroom.

Category	Total minimum hours per day	Total minimum venue hire charge ($)	Hourly rate [1]
Catered rate	5	2,200	440
Standard rate half day	5	2,350	470
Standard rate	8	3,520	440
Exhibition	10	3,700	370
Load-in / load-out full day	–	–	By negotiation

[1] Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.



Figure 3. Customs House, Circular Quay – Photo by Katherine Griffiths / City of Sydney

Paddington Town Hall

Stapleton Hall

Inclusive of the bar, pre-function area and Oxford Street balcony.

Category	Total minimum hours per day	Total minimum venue hire charge ($)	Hourly rate [1]
Half-day (until 2:00 pm)	5	2,100	420
Full day / evening	12	3,420	285
Load in / load out full day	10	2,850	285
Post event load out [2]	4	1,140	285

[1] Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

[2] Post-event load-out is the rate charged the day after the event and is subject to availability.

Deleted: [2]

Deleted: [3]

Deleted: All events at Paddington Town Hall must be concluded by midnight.¶
3

Catering commission

The catering commission is the fee paid for the use of the commercial kitchen or bar at Paddington Town Hall.

The fee is applicable per event, or per event day where the event runs over multiple days.

Where both the kitchen and bar are used for the same event, only the kitchen commission is charged.

Number of guests	Kitchen commission ($)	Bar commission ($)
Less than 100 guests	1,020	510
100 – 149 guests	1,225	665
150 – 199 guests	1,430	815
200 – 249 guests	1,630	970
250 – 300 guests	1,835	1,120
300 – 349 guests	2,040	1,275
350 – 399 guests	2,245	1,430
More than> 400 guests	2,550	1,530

Equipment charges (all venues)

Audio equipment

All charges are per item (each), unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Speakers	Day rate each ($)	Weekly rate each ($)
Portable PA 2 speaker package	425	1,275
Portable PA 4 speaker package	550	1,650
Portable PA 6 speaker package	675	2,025
Portable PA 8 speaker package	700	2,100
Portable PA – Ti10 line array	1,000	3,000
Speaker – personal monitor	50	150
Speaker – foldback	90	270
Speaker – full range	105	315
Speaker – sub	115	345
Speaker – amplifier	75	225
Media splitter	125	375

Mixing console	Day rate each ($)	Weekly rate each ($)
Mixing console – Yamaha TF rack	150	450
Mixing console – Yamaha QL1	150	450
Mixing console – Pro 1 monitor console	225	675
Mixing console – Pro X monitor console	500	1,500

Mixing console	Day rate each ($)	Weekly rate each ($)
Mixing console – Midas Heritage D96	550	1,650
Audio recording – archival	165	495
CDJ2000 DJ deck + mixer	350	1,050

Audio systems	Day rate each ($)	Weekly rate each ($)
Marconi and Southern Function Room audio system	350	1,050
Marconi Terrace audio system – BGM	525	1,575
Vestibule audio system	400	1,200
Externally sourced audio equipment / services	Cost + 20% service fee	Cost + 20% service fee

Microphones and communication	Day rate each ($)	Weekly rate each ($)
Microphone – cabled	15	45
Wireless comms – belt pack	110	330
Wireless – handheld radio microphone	160	480
Wireless – headset or lapel radio microphone	185	555
Wireless – in ear monitor	160	480

Lighting equipment

All charges are per item (each), unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Lighting packages	Day rate each ($)	Weekly rate each ($)
Lighting package – gala dinner (base)	2,900	8,700
Lighting package – gala dinner (enhanced)	3,900	11,700
Lighting package – concert (base)	2,900	8,700
Lighting package – concert (enhanced)	3,900	11,700
Lighting package – comprehensive	4,500	13,500
Lighting package – floor package moving head wash	475	1,425
Lighting package – floor package moving head spot	575	1,725
Lighting package – vestibule	750	2,250
Lighting package – LTH additional room lighting (base)	900	2,700
Lighting package – LTH additional room lighting (enhanced)	1400	4200
Lighting package – LTH stage wash	290	870

Light equipment	Day rate each ($)	Weekly rate each ($)
Light – LED par	30	90
Light – LED panel light (film/TV style)	75	225
Light – battery LED (6 pack)	160	480
Light – Martin Mac aura	80	240
Light – moving head profile / wash	175	525
Light – conventional	15	45

Light equipment	Day rate each ($)	Weekly rate each ($)
Light – follow spot	190	570
Light – festoon	75	225
Lighting desk – portable	100	300
Lighting desk – grand MA wing + PC	200	600
Lighting desk – grand MA full size	400	1,200

Effect equipment	Day rate each ($)	Weekly rate each ($)
Hazer – JEM 365	240	720
Low fog – look solutions HP	350	1,050
Mirror ball	170	510
3 phase distribution board	75	225
Power lock – 25m 200A cable	150	450
Power lock – 200A distro	300	900
Externally sourced lighting equipment / services	Cost + 20% service fee	Cost + 20% service fee

Vision equipment

All charges are per item (each), unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Camera and broadcast equipment	Day rate each ($)	Weekly rate each ($)
Broadcast camera package (includes body, lens, tripod, demands and monitor)	600	1,800
Camera package – MFT lens (includes body, lens and tripod)	300	900
Camera – PTZ	150	450
Camera – PTZ controller	150	450

Camera and broadcast equipment	Day rate each ($)	Weekly rate each ($)
Camera – PTZ camera package (includes 4 x PTZ cameras and controller)	650	1,950
Camera ISO recording rack	600	1,800

Monitors	Day rate each ($)	Weekly rate each ($)
Monitor – portable digital signage (LED display 65”)	150	450
Monitor – portable digital signage (LED display 75”)	180	540
Monitor – foldback / comfort	125	375
Monitor – preview	75	225

Projectors	Day rate each ($)	Weekly rate each ($)
Projector – desktop / meeting room	450	1,350
Projector – 10K	750	2,250
Projector – 25K	1,250	3,750
Projector lens – short throw	325	975
Projector lens – medium throw	275	825
Projector lens – long throw	375	1,125

Projection screens	Day rate each ($)	Weekly rate each ($)
Projection screen 14’ x 8’ – front or rear project	225	675
Projection screen 16’ x 9’ – front or rear project	250	750
Projection screen 20’ x 11’ – front project only	300	900
Projection screen 24’ x 11’ – front project only	350	1,050

Projection screens	Day rate each ($)	Weekly rate each ($)
Projection screen 30’ x 10’ – front project only	375	1,125
Projection screen 12m x 4m – front project only	600	1,800

Vision equipment	Day rate each ($)	Weekly rate each ($)
Vision switcher – ATEM TV studio	150	450
Vision switcher – ATEM 1	350	1,050
Vision switcher – ATEM 2	500	1,500
Vision switcher – Barco S3	1,250	3,750
Vision switcher surface – ATEM	300	900
Vision switcher surface – Barco EC50	500	1,500
Vision recorder (media not included)	100	300
Vision scaler / converter	100	300

Other equipment	Day rate each ($)	Weekly rate each ($)
Chairman’s timer	125	375
Computer – laptop	150	450
Wireless presenter	75	225

Audio and visual packages

All charges are per day, unless stated otherwise.

Day rates include set-up and pack-down, unless stated otherwise.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Centennial Hall	Day rate each ($)[1]	Weekly rate each ($)[1]
Single screen 16' x 9' projection package	3,500	10,500
Single screen 20' x 11' projection package	4,500	13,500
Single screen 24' x 13.5' projection package	5,250	15,750
Single screen 30' x 11' projection package (blend)	6,750	20,250
Single screen 12m x 4m projection package (blend)	8,000	24,000
Dual screen 16' x 9' projection package	5,500	16,500
Dual screen 20' x 11' projection package	6,750	20,250
Centre single screen 24' x 13.5" + dual screens 8' x 14' projection package	9,250	27,750
Centre single screen 24' x 13.5" + dual screens 9' x 16' projection package	9,750	29,250
Externally sourced vision equipment / services	Cost + 20% service fee	Cost + 20% service fee

[1] Includes set-up / pack-down labour

Lower Town Hall	Day rate each ($)[1]	Weekly rate each ($)[1]
Single screen AV package (includes vision, audio, lighting and draping)	4,500	13,500
Dual screen AV package (includes vision, audio, lighting and draping)	5,500	16,500

[1] Includes set-up / pack-down labour

Marconi Room and Southern Function Room	Day rate each ($)	Weekly rate each ($)
Live video stream of Centennial Hall	200	600
AV Systems	750	2,250

Ancillary venues (all)	Day rate each ($)	Weekly rate each ($)
Portable projector and screen	1,350	2,690
Portable projector, screen and PA	1,600	3,440
AV control rack (vision switcher, audio mixer and radio mic x 2)	450	1,350



Figure 4. Paddington Town Hall, Paddington – Photo by Paul Patterson / City of Sydney

Production suites	Hourly rate each ($)[1]	Daily rate each ($)[2]
Vision – edit suite (Minimum hours – 3 hours, minimum staffing 1 operator)	125	1,000
Vision – package recording (Minimum hours – 3 hours, minimum staffing 2 operators)	175	1,400
Vision – camera control suite (Minimum hours – 4 hours, minimum staffing 1 operator)	150	1,200
Vision – broadcast suite (Minimum hours – 5 hours, minimum staffing 2 operators)	250	2,000
Audio – Edit Suite (Minimum hours – 2 hours, minimum staffing 1 operator)	125	1,000
Audio – record / broadcast suite (Minimum hours – 5 hours, minimum staffing 1 operator)	250	2,000
Full audio and video broadcast suite (Minimum hours – 5 hours, minimum staffing 2 operators)	450	3,600

[1] Facilities only – minimum labour requirements apply

[2] Facilities only after 8 hours of hourly rate – minimum labour requirements apply

Additional technology	Unit of measure	Rate ($)
Phone lines (plus call costs)	Each per day	105
Internet connection – Barnet Long Room only	Each per day	100
High speed internet connection – Sydney Town Hall	Per line, per day	125
Streaming service	Per event	On application

Rigging equipment

All charges are per item (each), unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Rigging equipment	Day rate each ($)	Weekly rate each ($)
Chain hoist – temporary	160	540
Chain hoist – installed	180	480
Chain hoist motor control – 16 Way with pendant	350	1,050
Truss section – HD 33 tri	25	75
Truss section – F34 / HD square	25	75
Truss section – F45 square	35	105
Truss section – pre-rig	45	135
Truss section – HD stacking truss	45	135
Truss section – F34 circle section	40	120
Truss section – F34 corner / block	30	90
Truss – base plate	20	60
Top and bottom rigging – per point	25	75
Externally sourced rigging equipment / services	Cost + 20% service fee	Cost + 20% service fee

Staging equipment and services

All charges are per item, unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Furniture and equipment [1]	Unit of measure	Rate ($)
Carpet Runner Centennial Hall – front steps to eastern corridor	Per booking	450
Carpet Runner Centennial Hall – centre aisle	Per booking	350
Centennial Hall clerestory window black out	Per booking	7,250
Bar stool	Per booking	35
Tub chair	Per booking	45
Flip chart including pads and pens	Per booking	25
Lectern – Perspex	Each per week	125
Lectern – Procson	Each per week	75
Piano – Fazioli moving and tuning	Per booking	990
Piano – Kawai GX6 moving and tuning	Per booking	770
Piano tuning – each	Per callout	288
DJ desk – black with skirt	Per week	75
Externally sourced staging equipment / services	Cost + 20% service fee	Cost + 20% service fee

[1] Available at Sydney Town Hall only

Stage and stage equipment [1]	Unit of measure	Rate ($)
Centennial Hall centre stage access installation/removal	Per booking	300
Centennial Hall stage standard extension removal	Per booking	500 [2]
Riser – decks	Each per week	75
Riser – handrail section - 1.2m	Each per week	35
Riser – kick rail / chair stop - 2.4m	Each per week	10
Riser – treads - 1.2mW to suit 1.35mH stage	Each per week	60
Riser – choir A step extension	Each per week	450
Riser – choir B step extension	Each per week	450

Stage and stage equipment [1]	Unit of measure	Rate ($)
Riser – choir G step extension	Each per week	300
Riser – stage lip extension 18.0mW x 0.9mD	Each per week	600
Riser – stage lip extension 18.0mW x 1.2mD	Each per week	750
Riser – stage lip extension 18.0mW x 1.8mD	Each per week	1,125
Riser – stage lip extension 18.0mW x 2.4mD	Each per week	1,125
Riser – additional production desk	Each per week	60

[1] Available at Sydney Town Hall only

[2] Includes labour

Soft goods and draping

All charges are per item, unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Soft goods and draping	Unit of measure	Rate ($)
Curtain track – 6m	Each per week	50
Drape – black wool 6.0mW x 4.5mH	Each per week	110
Drape – black wool 4.75w x 10.0mH	Each per week	150
Drape – black wool pipe and drape	Each per week	45
Drape – black molten 2.4mW x 6.0mH	Each per week	45
Drape – black wool gallery masking	Each per week	180
Drape – black wool LTH screen masking	Each per week	200
Drape – Scrim or Cyc 6mH	Each per week	400
Drape – Scrim or Cyc 9mH	Each per week	600
Pipe and drape – base plate and push up pole	Each per week	25
Pipe and drape – cross bar	Each per week	10
Pipe and drape – drape	Each per week	40
Pipe and drape – operator surround	Each per week	100
Externally sourced soft goods / draping equipment / services	–	Cost + 20% service fee

Personnel and other additional charges

(all venues)

Personnel

Personnel rates are applicable to all venues and external locations under the management of the Venue Management business unit.

The following conditions apply to all personnel charges.

1. A minimum 4-hour call applies to all personnel charges.
2. All rates are per person per hour.
3. A public holiday loading/surcharge will apply to **ALL PERSONNEL**. This is charged at 175% of the standard Monday to Saturday hourly rate.

Operations and front of house staff	Time period	Rate/hour ($)
Cleaner	Monday to Saturday	57
Cleaner	Sunday	86
Front of house supervisor	Monday to Saturday	82
Front of house supervisor	Sunday	102
Operations supervisor	Monday to Saturday	82
Operations supervisor	Sunday	102
Operations crew	Monday to Saturday	66
Operations crew	Sunday	82
Usher	Monday to Saturday	48
Usher	Sunday	63
Cloakroom attendant	Monday to Saturday	48
Cloakroom attendant	Sunday	63

Security staff	Time periods	Rate/hour ($)
Security guard	Monday to Saturday	65
Security guard	Sunday	95
RSA marshall	Monday to Saturday	65
RSA marshall	Sunday	95
Loading dock security	Monday to Saturday	65
Loading dock security	Sunday	95

Technical staff	Time periods	Rate/hour ($)
Setup crew Followspot	Monday to Saturday	75
Setup crew Followspot	Sunday	90
General operators and technicians Systems technician Assistant stage manager	Monday to Sunday	92
Technical operator (Centennial Hall) Heads of department Camera operator Stage manager	Monday to Sunday	102
Technical director Production manager	Monday to Sunday	130

Miscellaneous

Event facilitation	Unit of measure	Rate ($)
Sydney Town Hall fire isolation – minimum isolation time 4-hours (including 1 hour for haze to clear)	Per hour	225
Paddington Town Hall fire isolation – minimum isolation time 4-hours (including 1 hour for haze to clear)	Per hour	80
Loading dock traffic management fee – Sydney Town Hall only	Per occasion	1,540
Centennial Hall clerestory window black out	Each per occasion	7,250

Waste	Unit of measure	Rate ($)
Refuse collection fee – at cost to Council	On quotation	Cost to Council
Waste removal – clothing sales and bulk rubbish	Each per occasion	500

Other	Unit of measure	Rate ($)
Goods and services booked on behalf of Hirer (sub hire services)	–	Cost to Council + 20%
Filming and photography – all locations Ultra-Low	1-hour call	250
Filming and photography – all locations Low Impact	2-hour call	750
Filming and photography – all locations Medium Impact	4-hour call	1,500
Filming and photography – all locations high impact	6-hour call	3,000
Contract revision fee	Each	200
Heritage tap roll	Each	35

Surcharges / bonds / commissions

Category	Unit of measure	Rate ($)
Venue hire security bond	Per booking	2,500
Catering commission – Sydney Town Hall (catering stand asides only). Applied to the total catering costs (food, beverage, personnel and equipment) charged to the client, both in real costs + value in kind/sponsorship	Per booking	20% of total catering expense

Public liability insurance

All parties hiring City facilities are required to provide proof of $10 million public liability insurance before a venue booking can be confirmed.

Individuals and small community groups unable to provide insurance cover may apply to be covered under the City's Community Engagement Liability Policy, at the following rates.

Category	Unit of measure	Rate ($)
Level 1 Venue hire fee < $450 excluding GST	Per booking	30
Level 2 Venue hire fee $450-$1,800 excluding GST	Per booking	110
Level 3 Venue hire fee > $1,800 excluding GST	Per booking	225

This page intentionally left blank





Civic Spaces, Parks and Sporting Fields

Fees and Charges
2022/23
Appendix 2

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

CITY OF SYDNEY

Contents

Civic Spaces, Parks and Sporting Fields 2

Introduction 2
Civic Spaces 3
Iconic parks 5
Neighbourhood parks 6
Pocket parks 8
Sporting Fields 22

Cover Image: Womerah Gardens, Darlinghurst – Photo by Renee Nowytarger, City of Sydney March 2021

Civic Spaces, Parks and Sporting Fields

Introduction

The City of Sydney's parks and open spaces are amongst the community's most highly valued assets, providing for the diverse recreational needs of our communities. Our park and open space network encompass approximately 212ha throughout the local government area, providing both active and passive places for the community's use and enjoyment.

There are over 400 parks and open spaces of various sizes, from pocket parks to extensive regional parklands, as well as civic spaces. They are broadly categorised, as follows:

Civic spaces are formal public spaces, usually in an urban setting. Civic spaces include squares, plazas and malls, or spaces associated with the forecourt of a building. These spaces are usually hard surfaced, but may accommodate passive recreation, depending on their size.

Iconic parks are parks that are of cultural and historical significance, or of a significant size or prominent location. These parks have high visitation rates from surrounding suburbs, the whole of the City of Sydney or broader than the City, including tourists.

Neighbourhood parks are larger parks within villages and suburbs that have high visitation rates and have greater levels of amenity and infrastructure. These parks usually incorporate areas of turf, trees and garden beds. Depending on their size, these parks can support a variety of functions, including unstructured recreation and organised sport. Neighbourhood parks may also include facilities such as sports fields, with playgrounds and toilets.

Pocket parks are smaller parks and reserves, of less than 2,000m2 in area, some of which may be built on street closures. These parks provide informal recreational areas, serving surrounding residents, and usually only accommodate a single function, such as usage as a playground. Some limited facilities may be provided.

Sports fields are areas of landscaped turf and synthetic surfaces purposed for club and professional sport, both games and training.

This document lists the individual parks, sports fields and open spaces within the City of Sydney local government area.

Civic Spaces

List of Civic spaces in the City of Sydney local government area

Civic Spaces are formal public spaces, usually in an urban setting. Civic spaces include squares, plazas and malls, or spaces associated with the forecourt of a building. These spaces are usually hard surfaced, but may accommodate passive recreation, depending on their size. Civic spaces in the City of Sydney local government area are listed below:

Civic space name	Address	Suburb
Jubilee Fountain Plaza	Glebe Point Road, corner of Parramatta Road	Camperdown
Chard Stairs streetscape	Forbes Street, between St Peters Lane and William Street	Darlinghurst
International Square	William Street / Kings Cross Tunnel	Darlinghurst
Oxford Square	Oxford Square, Burton Street and Riley Street	Darlinghurst
Taylor Square	corner of Oxford Street and Bourke Street	Darlinghurst
Wilson Street open space	between Ivy Street and Ivy Lane	Darlington
Erskineville Square	Erskineville Road, between Charles Street and Burren Street	Erskineville
Dixon Street streetscape 1	Dixon Street, between Little Hay Street and Goulburn Street	Haymarket
Dixon Street streetscape 2	Dixon Street, between Little Hay Street and Goulburn Street	Haymarket
Railway Square	1 Eddy Avenue, east of intersection between Pitt Street, George Street, Quay Street and Lee Street	Haymarket
Agar Steps	between Kent Street and Observatory Hill, adjacent to 96-108 Kent Street	Millers Point
Georgina Street civic space	Georgina Street at Fitzroy Lane	Newtown
Josephson Street streetscape	corner of Flinders Street	Paddington
Llankelly Place civic space	Llankelly Place, between Darlinghurst Road and Springfield Mall	Potts Point
Orwell Street civic space	17A Orwell Street	Potts Point
Springfield Gardens	Springfield Avenue	Potts Point

Civic space name	Address	Suburb
Ward Avenue civic space	corner of Ward Avenue and Roslyn Street	Potts Point
Miller Street civic space	Miller Street Plaza, 55A Miller Street	Pyrmont
Pyrmont Street civic space	corner of Pyrmont Bridge Road	Pyrmont
Scott Street Plaza	52A Harris Street	Pyrmont
High Holborn Street streetscape	corner of Cleveland Street	Surry Hills
Cathedral Square	College Street	Sydney
Chifley Square	Hunter Street, between Elizabeth Street and Phillip Street	Sydney
Customs House Square	31A Alfred Street, between Young Street and Loftus Street	Sydney
Gateway Building Reserve	Alfred Street, between Loftus Street and Pitt Street	Sydney
Herald Square	Alfred Street, between Pitt Street and George Street	Sydney
Regimental Square	Wynyard Street, corner of George Street	Sydney
Richard Johnson Square	Bligh Street, corner of Hunter Street	Sydney
Scout Place	Alfred Street, between Phillip Street and Young Street	Sydney
Sydney Square	George Street, between Town Hall and St Andrews Cathedral	Sydney
Sydney Place civic space	between Dowling Street and McElhone Street	Woolloomooloo
Tom Uren Place	90-94 Bourke Street	Woolloomooloo

Iconic parks

List of iconic parks in the City of Sydney local government area

Iconic parks are parks that are of cultural and historical significance, or of a significant size or prominent location. These parks have high visitation rates from surrounding suburbs, the whole of the City of Sydney or broader than the City, including tourists. Iconic parks in the City of Sydney local government area are listed below:

Iconic park name	Address	Suburb
Sydney Park	Sydney Park Road	Alexandria
Bicentennial Park No. 2	Federal Road	Annandale
Federal Park No. 1	363 Nelson Street	Annandale
Federal Park No. 2	363 Nelson Street	Annandale
Victoria Park	1001 City Road	Camperdown
Arthur McElhone Reserve	1A Billyard Avenue	Elizabeth Bay
Harold Park	91A Ross Street	Forest Lodge
Bicentennial Park No. 1	Federal Road	Glebe
Dr H J Foley Rest Park	140 Glebe Point Road, corner of Bridge Road	Glebe
Jubilee Park	2 Federal Road	Glebe
Wentworth Park	9 Wentworth Park Road	Glebe
Belmore Park	(west of Railway), 191 Hay Street	Haymarket
Observatory Hill Park	1001 Upper Fort Street	Millers Point
Pirrama Park	20-24 Pirrama Road	Pyrmont
Redfern Park	51 Redfern Street	Redfern
Rushcutters Bay Park	6 Waratah Street	Rushcutters Bay
Prince Alfred Park	1003 Chalmers Street	Surry Hills
Hyde Park North	110 Elizabeth Street	Sydney
Hyde Park South	120 Elizabeth Street	Sydney
Macquarie Place Park	36 Bridge Street	Sydney
Wynyard Park	1001 York Street	Sydney
Cook & Phillip Park	1B Cathedral Street	Woolloomooloo

Neighbourhood parks

List of neighbourhood parks in the City of Sydney local government area

Neighbourhood parks are larger parks within villages and suburbs that have high visitation rates and have greater levels of amenity and infrastructure. These parks usually incorporate areas of turf, trees and garden beds. Depending on their size, these parks can support a variety of functions, including unstructured recreation and organised sport. Neighbourhood parks may also include facilities such as sports fields, with playgrounds and toilets. Neighbourhood parks in the City of Sydney local government area are listed below:

Neighbourhood park name	Address	Suburb
Alexandria Park	10 Buckland Street	Alexandria
Perry Park	1B Maddox Street, corner of Bourke Road	Alexandria
Beaconsfield Park	54 Queen Street	Beaconsfield
Chippendale Green	48 O'Connor Street	Chippendale
Peace Park	70-80 Myrtle Street, between Pine Street and Buckland Street	Chippendale
Green Park	301 Victoria Street, corner of Burton Street and Darlinghurst Road	Darlinghurst
Charles Kernan Reserve	296-304 Abercrombie Street	Darlington
Beare Park	13 Esplanade Road	Elizabeth Bay
Fitzroy Gardens	64-68 Macleay Street	Elizabeth Bay
Harry Noble Reserve	1A Elliott Avenue, corner of Swanson Street	Erskineville
Wood Street Playground	22 Wood Street	Forest Lodge
Blackwattle Bay Park	55 Leichhardt Street	Glebe
Glebe Foreshore Walk East	between Cook Street and Ferry Road	Glebe
Glebe Foreshore Walk East	1 Taylor St Glebe, between Ferry Road and Bridge Road	Glebe
Glebe Foreshore Walk West	Foreshore walk, between Glebe Point Road and Leichhardt Street	Glebe
Pope Paul VI Reserve	505A Glebe Point Road, corner of Federal Road	Glebe
Hollis Park	168-184 Wilson Street	Newtown

Neighbourhood park name	Address	Suburb
Embarkation Park	82 Cowper Wharf Road, entrance to park off Victoria Street	Potts Point
Giba Park	2A Point Street	Pyrmont
James Watkinson Reserve	1A Mill Street	Pyrmont
Garraway Park	101C Dalmeny Avenue	Rosebery
Kimberley Grove Reserve	81 Dalmeny Avenue, corner of Kimberley Grove	Rosebery
Turruwul Park	115 Rothschild Avenue	Rosebery
Eddie Ward Park	45 Marlborough Street, corner of Devonshire Street	Surry Hills
Harmony Park	147 Goulburn Street, corner of Brisbane Street	Surry Hills
Shannon Reserve	450 Crown Street	Surry Hills
Lang Park	1 Lang Street, corner of York Street	Sydney
Crown Park	22A Crystal Street	Waterloo
Crystal Park	7A Crystal Street	Waterloo
The Rope Walk	10 Archibald Avenue	Waterloo
Waterloo Park	1B Elizabeth Street	Waterloo
Waterloo Park / Mount Carmel	2B Elizabeth Street	Waterloo
Wulaba Park	30 Amelia Street	Waterloo
906 Bourke Street	906 Bourke Street	Zetland
Gunyama Park	17 Zetland Avenue	Zetland
Joynton Park	21 Gadigal Avenue	Zetland
Mary O'Brien Reserve	13A Joynton Avenue	Zetland
Matron Ruby Grant Park	3 Joynton Avenue	Zetland
Nuffield Park	3 Hutchinson Walk	Zetland
Tote Park	7 Grandstand Parade	Zetland

Pocket parks

List of pocket parks in the City of Sydney local government area

Pocket parks are smaller parks and reserves, of less than 2,000m2 in area, some of which may be built on street closures. These parks provide informal recreational areas, serving surrounding residents, and usually only accommodate a single function, such as usage as a playground. Some limited facilities may be provided. Pocket parks in the City of Sydney local government area are listed below:

Pocket park name	Address	Suburb
Belmont Street Reserve	between Maddox Street and Harley Street	Alexandria
Belmont Street streetscape	outside 336 Belmont Street	Alexandria
Bowden Playground	103A Lawrence Street, corner of Harley Street	Alexandria
Daniel Dawson Playground	2-18 Wyndham Street	Alexandria
Dibbs Street Reserve	15-25 Dibbs Street	Alexandria
Green Square	intersection of Bourke Road, O'Riordan Street and Wyndham Street	Alexandria
Jack Shuttleworth Reserve	51 Mitchell Road, corner of Renwick Street	Alexandria
Lawrence Street Closure	outside 274 Lawrence Street	Alexandria
Les White Reserve	170-172 Mitchell Road	Alexandria
Mitchell Road Reserve	40-42 Mitchell Street, corner of Buckland Lane	Alexandria
Renwick Street Playground	42-46 Renwick Street, near corner of Jennings Street	Alexandria
Sheas Creek Shared Path	42A-44 Maddox Street	Alexandria
Munn Reserve	Munn Street, corner of Argyle Place and High Street	Barangaroo
Janet Beirne Reserve	235 Victoria Street	Beaconsfield
McConville Reserve	22A O’Riordan Street	Beaconsfield
City Road Reserve	City Road, corner of Cleveland Street	Camperdown
Larkin Street Park	2-10 Larkin Street	Camperdown

Pocket park name	Address	Suburb
Lyons Rd Reserve	106 Parramatta Road, corner of Lyons Road	Camperdown
The Western Block	19-25 Lyons Road	Camperdown
Whelan Reserve	4010 Centennial Square	Centennial Park
Balfour Street Park	between Wellington Street and O'Connor Street	Chippendale
Daniels Street Reserve	12 Daniels Street	Chippendale
Paints Lane Garden Reserve	corner of Paints Lane and Moorgate Lane	Chippendale
Regent Street Corner streetscape	Regent Street, corner of Cleveland Street	Chippendale
Smithers Street Pocket Park	Smithers Street, corner of Levey Street	Chippendale
Strickland Park	59-61 Balfour Street	Chippendale
Albert Sloss Reserve	225-245 Palmer Street	Darlinghurst
Arthur Reserve	4 Oswald Lane, corner of Craigend Street	Darlinghurst
Barcom Avenue Park	240-274 Barcom Avenue	Darlinghurst
Chisholm Street Reserve	2-6 Hannam Street, corner of Chisholm Street	Darlinghurst
Frances Newton Reserve	222 Palmer Street	Darlinghurst
Gilligan's Island	1096 Bourke Street (Taylor Square)	Darlinghurst
Kings Lane Reserve	Kings Lane, between Thompson Street and Bourke Street	Darlinghurst
Lacrozia Playground	218-228 Barcom Avenue	Darlinghurst
Nimrod Street rest area	14 Nimrod Street, corner of Caldwell Street	Darlinghurst
O'Brien Lane Reserve	237-241 Bourke Street	Darlinghurst
Ronald Shores Reserve	corner of Ward Avenue and Kings Cross Road	Darlinghurst
Rosebank Park	3B Farrell Avenue	Darlinghurst

Pocket park name	Address	Suburb
Surrey Street Playground	69A Surrey Street	Darlinghurst
Three Saints Square	corner Barcom Avenue and Oxford Street	Darlinghurst
Womerah Gardens	25a Womerah Avenue	Darlinghurst
Yurong Street Reserve	corner of Stanley Street	Darlinghurst
Shepherd Street Reserve	corner of Boundary Street	Darlington
Vine Street Playground	1 Thomas Street	Darlington
Vine Street Reserve	39 Vine Street	Darlington
Parbury Lane Park	Lower Fort Street	Dawes Point
Pottinger Park East	3-5 Pottinger Street	Dawes Point
Pottinger Park West	The Paddock, 36-38 Pottinger Street	Dawes Point
Trinity Avenue Playground	24 Trinity Avenue	Dawes Point
John Armstrong Reserve	23A Greenknowe Avenue	Elizabeth Bay
Lawrence Hargrave Reserve	9 Elizabeth Bay Road	Elizabeth Bay
Macleay Reserve	1080 Elizabeth Bay Road	Elizabeth Bay
Rotary Park	1 Ithaca Road	Elizabeth Bay
Ada Villa Terrace	59 Erskineville Road	Erskineville
Albert Street Reserve	1 Albert Street, corner of Baldwin Street	Erskineville
Amy Street Reserve	3-5 Amy Street	Erskineville
Bamal Way	between Coulson Street and Sydney Park Road	Erskineville
Binning Street Reserve	corner of Swanson Street	Erskineville
Burren Street Playground	86-90 Burren Street	Erskineville
Coulson Street Reserve	Coulson Street, corner of Flora Street (opposite Devine Street)	Erskineville
Devine Street Reserve	51 Devine Street, corner of Flora Street and Bray Street	Erskineville

Pocket park name	Address	Suburb
Ellen Lawman rest area	116-126 Erskineville Road, between John Street and Charles Street	Erskineville
Erskineville Park and Oval surrounds	147A Mitchell Road, corner of Mitchell Road and Copeland Street	Erskineville
Ethel Street Playground	1B Ethel Street, corner of Clara Street	Erskineville
Flora and Knight Reserve	41-47 Knight Street, corner of Flora Street	Erskineville
George Street Reserve	194 George Street	Erskineville
Green Ban Park	1-5 Ada Villas Terrace, corner of Albert Street and Erskineville Road	Erskineville
Green Bans Park	40-48 Erskineville Road	Erskineville
John Street rest area	John Street, corner of Albert Street	Erskineville
Kirsova No. 1 Playground	67 McDonald Street	Erskineville
Kirsova No. 2 Playground	136-140 George Street	Erskineville
Maureen Oliver Reserve	2-4 John Street, corner of Erskineville Road	Erskineville
Pinkstone Playground	16 Septimus Street, corner of Baldwin Street	Erskineville
Bridge Street rest area	Bridge Street, corner of Swanson Street	Erskineville
Rochford Street Closure	between Munni Street and Victoria Street	Erskineville
Rochford Street Playground	109-113 Rochford Street	Erskineville
Solander Park	38 Park Street	Erskineville
Swanson Street Reserve	corner of Swanson Street and Railway Parade	Erskineville
Sydney Street Reserve	Sydney Street, at Swanson Street	Erskineville

Pocket park name	Address	Suburb
Albert Street Pocket Park	corner of Albert Street and Burren Street	Eveleigh
Alexander Street Reserve	41 Henderson Road Eveleigh	Eveleigh
South Sydney Rotary Park No. 1	53 Henderson Road	Eveleigh
South Sydney Rotary Park No. 2	53 Henderson Road	Eveleigh
South Sydney Rotary Park No. 3	53 Henderson Road	Eveleigh
Alfred Road Reserve	71 Alfred Road	Forest Lodge
Arcadia Park	93-137 Ross Street	Forest Lodge
Arundel Street Reserve	181 Arundel Street	Forest Lodge
AV Henry Reserve	The Crescent	Forest Lodge
Canal (Water Board) Reserve	9A Minogue Crescent, between Wigram Road and AV Henry Reserve	Forest Lodge
Creek Street Reserve	22 Wood Street, between Wigram Road and Hereford Street	Forest Lodge
Cullen Close Closure	between Ross Street and The Crescent	Forest Lodge
Grattan Close Park	corner of Minogue Crescent	Forest Lodge
JV McMahon Reserve	11 Minogue Crescent	Forest Lodge
Lewis Hoad Reserve	16A Minogue Crescent, between Wigram Rd and the PCYC	Forest Lodge
May Pitt Playground	205-209 St Johns Road	Forest Lodge
Minogue Crescent Reserve	8A Minogue Crescent, between the PCYC and 6-10 Minogue Crescent	Forest Lodge
Orphan School Creek, Caldwell Park (Orphan School Creek)	22 Wood Street	Forest Lodge
PCYC	16 Minogue Crescent	Forest Lodge
Ross Street Playground	22 Minogue Crescent, corner of Charles Street	Forest Lodge
Ross Street Reserve	118C Hereford Street	Forest Lodge

Pocket park name	Address	Suburb
Seamer Street Reserve	74 Catherine Street, corner of Seamer Street	Forest Lodge
Toxteth Park	93-137 Ross Street	Forest Lodge
Wigram Road Reserve	150A Wigram Road	Forest Lodge
Wood Street Lands	4-6 Wood Street	Forest Lodge
Alice Lee Reserve	25 Burton Street	Glebe
Arthur (Paddy) Gray Reserve	55A Hereford Street	Glebe
Blackwattle Playground	47 Leichhardt Street	Glebe
Bridge Road Pocket Park	corner of Colbourne Avenue	Glebe
Cardigan Street Park	17 Cardigan Street, between Darghan Street, Darling Lane, and Darling Street	Glebe
Darghan Street Steps	Darghan Street, corner of Railway Street	Glebe
Ernest Pederson Reserve	24A Ferry Road	Glebe
Glebe Library	186-194 Glebe Point Road, corner of Wigram Road	Glebe
Glebe Street Playground	106 Mitchell Street, corner of Glebe Street	Glebe
Glebe Town Hall Grounds	160 St Johns Road	Glebe
Hegarty Street Steps	Hegarty Street, between John Street and John Lane	Glebe
Jean Cawley Reserve	4 Rosebank Street	Glebe
John Street Reserve	3 John Street, corner of St James Avenue	Glebe
Kirsova Playground No. 3	1C Wigram Lane	Glebe
Lyndhurst Street Reserve	between Bridge Road and Broughton Street	Glebe
Lyndhurst Street Steps	Lyndhurst Street, between Bellevue Street and Bellevue Lane	Glebe
Millard Reserve	38 Wentworth Park Road, corner of St Johns Road	Glebe

Pocket park name	Address	Suburb
Minogue Reserve	2-6 Franklyn Street	Glebe
Mitchell Street Park	between Westmoreland Street and Mount Vernon Lane	Glebe
MJ (Paddy) Doherty Reserve	22 Mitchell Street, corner of Wentworth Street	Glebe
Palmerston Avenue Steps	Palmerston Avenue, between Lombard Street and Bayview Street	Glebe
Quarry Street streetscape and steps	Quarry Street and Quarry Lane, between Taylor Street and Avon Street	Glebe
Robyn Kemmis Reserve	20-40 Franklyn Street	Glebe
Sarah Pennington Reserve	Bayview Street	Glebe
St Helens Community Centre	184 Glebe Point Road	Glebe
St James Park	3 Woolley Street	Glebe
Stewart Street Glebe Reserve	Leichhardt Street, corner of Stewart Street	Glebe
Thomas Portley Reserve	64-66 Bellevue Street	Glebe
Tram Stop Reserve	corner of Victoria Road and Maxwell Road	Glebe
West End Community Park	5A Elger Street Glebe	Glebe
William Carlton Gardens	24A Ferry Road	Glebe
York Street Reserve	York Street	Glebe
Argyle Place Park	304 Argyle Place	Millers Point
Clyne Reserve	2 Merriman Street	Millers Point
High Street Gardens	1-1A High Street	Millers Point
Nita McCrae Park	17 Argyle Street	Millers Point
Watson Road Reserve	3 Watson Road	Millers Point
Brown Street Reserve	128 Carillion Avenue	Newtown
Burren Street Reserve	108 Burren Street, corner of Copeland Street	Newtown

Pocket park name	Address	Suburb
Ernest Wright Playground	24 Hordern Street	Newtown
Forbes Street Reserve No. 3	corner of Forbes Street and Darlington Road	Newtown
Goddard Reserve and Goddard Playground	39-43 O'Connell Street	Newtown
Gowrie Street Reserve	119 Gowrie Street	Newtown
Jack Haynes rest area	138 Wilson Street, corner of Brocks Lane	Newtown
Lillian Fowler Reserve	27 Angel Street	Newtown
Michael Kelly rest area	1A Brocks Lane	Newtown
MJ Hayes Playground	3 Egan Street	Newtown
Mollie Swift Reserve	14 Erskineville Road	Newtown
Mrs Isabella Hill rest area	2-18 Harold Street	Newtown
O'Connell Street Park	25-27 O'Connell Street	Newtown
Union Street Playground	135-137 Union Street	Newtown
Wilson Street Reserve No. 1	52-58 Wilson Street	Newtown
Wilson Street Reserve No. 2	238 Wilson Street	Newtown
WJ Thurbon Reserve	5030 Brown Lane	Newtown
Albion Avenue streetscape	corner of South Dowling Street	Paddington
Barracks Reserve	75A-75B Oxford Street	Paddington
Ethel Turner Park	4 Oatley Road	Paddington
Little Dowling Street Reserve	3 Little Dowling Street	Paddington
Paddington Reservoir Gardens	251-255 Oxford Street	Paddington
Regent Street Reserve	2A Regent Street, corner of Oxford Street	Paddington
Rose Terrace	262A South Dowling Street	Paddington
Stewart Place Reserve	83B Stewart Street	Paddington
Stewart Street pocket park	between Regent Street and Bent Street	Paddington

Pocket park name	Address	Suburb
Stewart Street Reserve	between Regent Lane and Bent Street	Paddington
Strong Memorial Reserve	Oxford Street, corner of Elizabeth Street	Paddington
Orwell Street Reserve	17 Orwell Street	Potts Point
St Neot Reserve	24 St Neot Avenue, corner of Macleay Street	Potts Point
Ada Place streetscape	Ada Place, between Allen Street and Fig Street	Pyrmont
Elizabeth Healy Reserve	53 Pyrmont Bridge Road	Pyrmont
Gipps Street streetscape	Gipps Street, corner of Harris Street	Pyrmont
Herbert Street clifftop walk	25A Herbert Street	Pyrmont
John Street Square	25A Harvey Street	Pyrmont
Jones and John Street Reserve	33A John Street, opposite Jones Street	Pyrmont
Jones Street Pocket Park	130 Jones Street	Pyrmont
Maybanke Park	87-97 Harris Street	Pyrmont
St Bartholomew's Park also known as McCredie Reserve	52A Harris Street, adjacent to Bowman Street	Pyrmont
Paradise Reserve	5 Bulwara Road	Pyrmont
Pyrmont Bridge Road Pocket Park	corner of Pyrmont Bridge Road and Harris Street	Pyrmont
Saunders Street open space and cliff face	12 Quarry Master Drive	Pyrmont
Saunders Street ramp area	11B Jones Street	Pyrmont
Scott Street Plaza bank area	54 Harris Street	Pyrmont
Baptist Street Reserve	151A Baptist Street Pyrmont	Redfern
Chelsea Street Playground	39-43 Chelsea Street	Redfern
Douglas Street Peoples Park	36-38 Douglas Street	Redfern

Pocket park name	Address	Suburb
Edmund Resch Reserve	791 South Dowling Street, between South Dowling Street and Bourke Street	Redfern
Elizabeth McCrea Playground	39-45 Kepos Street, corner of Zamia Street	Redfern
Gibbons Street Reserve	1B and 1C Gibbons Street	Redfern
Great Buckingham Street Reserve	Great Buckingham Street, near James Street	Redfern
Hansom Cab Place	1A Young Lane	Redfern
Hugo and Vine Reserve	2-40 Hugo Street	Redfern
Jack Floyd Reserve	corner of Regent Street and Redfern Street	Redfern
Jack O'Brien Reserve	87 Kepos Street	Redfern
James Street Community Garden	1 Young Lane	Redfern
James Street Reserve	between Marriott Street and Young Lane	Redfern
Kettle Street Reserve	corner Elizabeth Street	Redfern
Little Cleveland Street Reserve	36 Little Cleveland Street	Redfern
Little Eveleigh Street Reserve	148 Little Eveleigh Street	Redfern
Marriott Street Reserve	Marriott Street, between Boronia Street and Cooper Street	Redfern
Morehead Street Closure	between Redfern Street and Kettle Street	Redfern
Reconciliation Park	13-15 George Street, corner of James Street	Redfern
Redfern Community Centre	12-36 Caroline Street, corner of Hugo Street	Redfern
Stirling Street Park	4 Stirling Street, corner of William Street	Redfern
Telopea Street Closure	corner of Bourke Street	Redfern
Thurlow Street Closure	corner of South Dowling Street	Redfern
Turner Street Reserve	17 Turner Street	Redfern

Pocket park name	Address	Suburb
Yellomundee Park	1B Caroline Street	Redfern
Young Street Closure	corner of Cooper Street	Redfern
Allsorts Park	9A Rosebery Avenue	Rosebery
Bannerman Crescent Reserve	53A Bannerman Crescent	Rosebery
Crete Reserve	1A Rosebery Avenue	Rosebery
El Alamein Reserve	corner of Harcourt Parade and Dalmeny Avenue	Rosebery
Honeykiss Park	3A Rosebery Avenue, Rosebery	Rosebery
Southern Cross Drive Reserve	6050 Southern Cross Drive	Rosebery
Sweetacres Park	26 Rothschild Avenue	Rosebery
Tarakan Reserve	corner of Primrose Avenue and Harcourt Parade	Rosebery
Waratah Street Reserve	6 Waratah Street	Rushcutters Bay
Waratah Street Reserve Playground	6 Waratah Street	Rushcutters Bay
Adelaide Street Reserve	48-50 Adelaide Street	Surry Hills
Arthur Street Closure	corner of South Dowling Street	Surry Hills
Arthur Street Garden	between Collins Lane and Alexander Street	Surry Hills
Arthur Street Reserve	80-84 Arthur Street, corner of Phelps Lane	Surry Hills
Bedford Street Closure	between Buckingham Street and Chalmers Lane	Surry Hills
Campbell Street Garden Bed	110 Campbell Street, corner of Hunt Street	Surry Hills
Cooper Street Reserve	119 -123 Cooper Street	Surry Hills
Devonshire Street Reserve	Devonshire Street, corner of Elizabeth Street	Surry Hills
Edgely Street Reserve	Edgely Street (beside Nickson Street), corner of Devonshire Street	Surry Hills
Fanny Place Playground	446 Bourke Street	Surry Hills

Pocket park name	Address	Suburb
Foveaux Street Reserve	148A Foveaux Street	Surry Hills
Fred Miller Reserve	456-458 Bourke Street	Surry Hills
Frog Hollow Reserve	303-307 Riley Street	Surry Hills
James Hilder Reserve	121-131 Campbell Street	Surry Hills
Parkham Street Reserve	corner of Parkham Street and South Dowling Street	Surry Hills
Reservoir Street Reserve	108 Reservoir Street, corner of Smith Street	Surry Hills
Riley Street Closure	corner of Cleveland Street	Surry Hills
Tudor Street Reserve	at Crown Street	Surry Hills
Wimbo Reserve	560-576 Bourke Street	Surry Hills
Jessie Street Gardens	1-29 Loftus Street	Sydney
Western Distributor Gardens	172 Kent Street	Sydney
King George V Memorial Park	7 Cumberland Street	The Rocks
Ada Place Park	17-21 Ada Place	Ultimo
Fig Lane Park	320-334 Jones Street, corner of Fig Street	Ultimo
Jones Street Terraces	370-374 Jones Street	Ultimo
Macarthur Street rest area	Macarthur Street, corner of Bulwara Road	Ultimo
Mary Ann Street Park	54-66 Mary Ann Street, corner of Bulwara Road	Ultimo
McKee Street Reserve	17-33 McKee Street	Ultimo
Mountain Street Reserve	Mountain Street, at Macarthur Street	Ultimo
Quarry Green	Bulwara Rd, intersection with Quarry Street	Ultimo
Wattle and Broadway rest area	123 Broadway	Ultimo
Corning Park	10 Broome Street	Waterloo
Douglas Street Playground	70-74 Douglas Street	Waterloo

Pocket park name	Address	Suburb
Dyuralya Square	7-19 Amelia Street	Waterloo
Gadigal Avenue Park	2A Gadigal Avenue, between Lachlan Street and Potter Street	Waterloo
James Cahill Kindergarten Reserve	corner Raglan Street and Elizabeth Street Waterloo	Waterloo
James Henry Deacon Reserve	126 Morehead Street	Waterloo
Kensington Street Reserve	2A Kensington Street between Kellick Street and McEvoy Street	Waterloo
McEvoy Street Pocket Park	McEvoy Street, between Botany Road and Cope Street	Waterloo
Short Street Pocket Park	between Hawksley Street and Bourke Street	Waterloo
The Bakery	2 Cains Place	Waterloo
Tobruk Reserve	3B Elizabeth Street	Waterloo
Vescey Reserve	5 Surrey Lane	Waterloo
Watchful Harry Square	847A South Dowling Street	Waterloo
Bourke Street Park	109-115 Bourke Street, corner of Junction Street	Woolloomooloo
Crown Street Reserve	Crown Street, corner of Robinson Street	Woolloomooloo
Daffodil Park	63 McElhone Street	Woolloomooloo
Forbes Street Reserve 2	Forbes Street, between Cathedral Street and Nicholson Street	Woolloomooloo
Viaduct Area No. 1	Sir John Young Crescent, to Palmer Street	Woolloomooloo
Viaduct Area No. 2	103-107 Bourke Street	Woolloomooloo
Viaduct Area No. 4 Wash Away	136-148 Forbes Street	Woolloomooloo
Walla Mulla Reserve	161-171 Cathedral Street	Woolloomooloo
Woolloomooloo Playground	5030 Dowling Street	Woolloomooloo
Biyanbing Park	8B Victoria Park Parade	Zetland

Pocket park name	Address	Suburb
Buming Park	6A Victoria Park Parade	Zetland
Elizabeth Street Reserve	970 Elizabeth Street, corner of Joynton Avenue	Zetland
Green Square Library and Plaza Park	355 Botany Road	Zetland
Joynton Avenue No. 1	102A Joynton Avenue, between Morris Grove and Gadigal Avenue	Zetland
Joynton Avenue No. 2	104A-106A Joynton Avenue, between Gadigal Avenue and Morris Grove	Zetland
North South Setback No. 1	25A Gadigal Avenue	Zetland
Public Reserve	14A Defries Avenue	Zetland
The Green	3 Merton Street	Zetland
Tilford Street Reserve	1 Tilford Street	Zetland
Woolwash Park	108 Joynton Avenue	Zetland

Sporting Fields

List of level A sporting fields in the City of Sydney local government area

Sports fields are areas of landscaped turf and synthetic surfaces purposed for club and professional sport, both games and training.

Level A sporting fields are provided by Council to facilitate the playing of professional grade sport, and have facilities maintained at that level. A sporting fields in the City of Sydney local government area are listed below:

Sport field name	Address	Suburb
Alan Davidson	Sydney Park Road	Alexandria
Erskineville Oval	corner of Mitchell Road and Copeland Street	Erskineville
Jubilee Oval	2 Northcote Road	Glebe
Redfern Oval	51 Redfern Street	Redfern
Reg Bartley Oval	6 Waratah Street	Rushcutters Bay

List of level B sporting fields in the City of Sydney local government area

Level B sporting fields are provided by the City to facilitate the playing of community sport, and have facilities maintained at an appropriate level. These fields may also be utilised by professional grade sport. B sporting fields in the City of Sydney local government area are listed below:

Sport field name	Address	Suburb
Alexandria Park Oval	10 Buckland Street	Alexandria
Perry Park Sportsfield	1B Maddox Street	Alexandria
Federal Park Sportsfield	363 Nelson Street	Annandale
Wentworth Park Field No. 1	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 2	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 3	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 4	9 Wentworth Park Road	Glebe
Turruwul Park Sportsfield	115 Rothschild Avenue	Rosebery
Waterloo Oval Sportsfield	1B Elizabeth Street	Waterloo

List of synthetic sporting fields in the City of Sydney local government area

The City provides a number of synthetic sporting fields. These all-weather fields help increase the capacity of our sports fields to meet the growing needs of our communities. Synthetic sporting fields in the City of Sydney local government area are listed below:

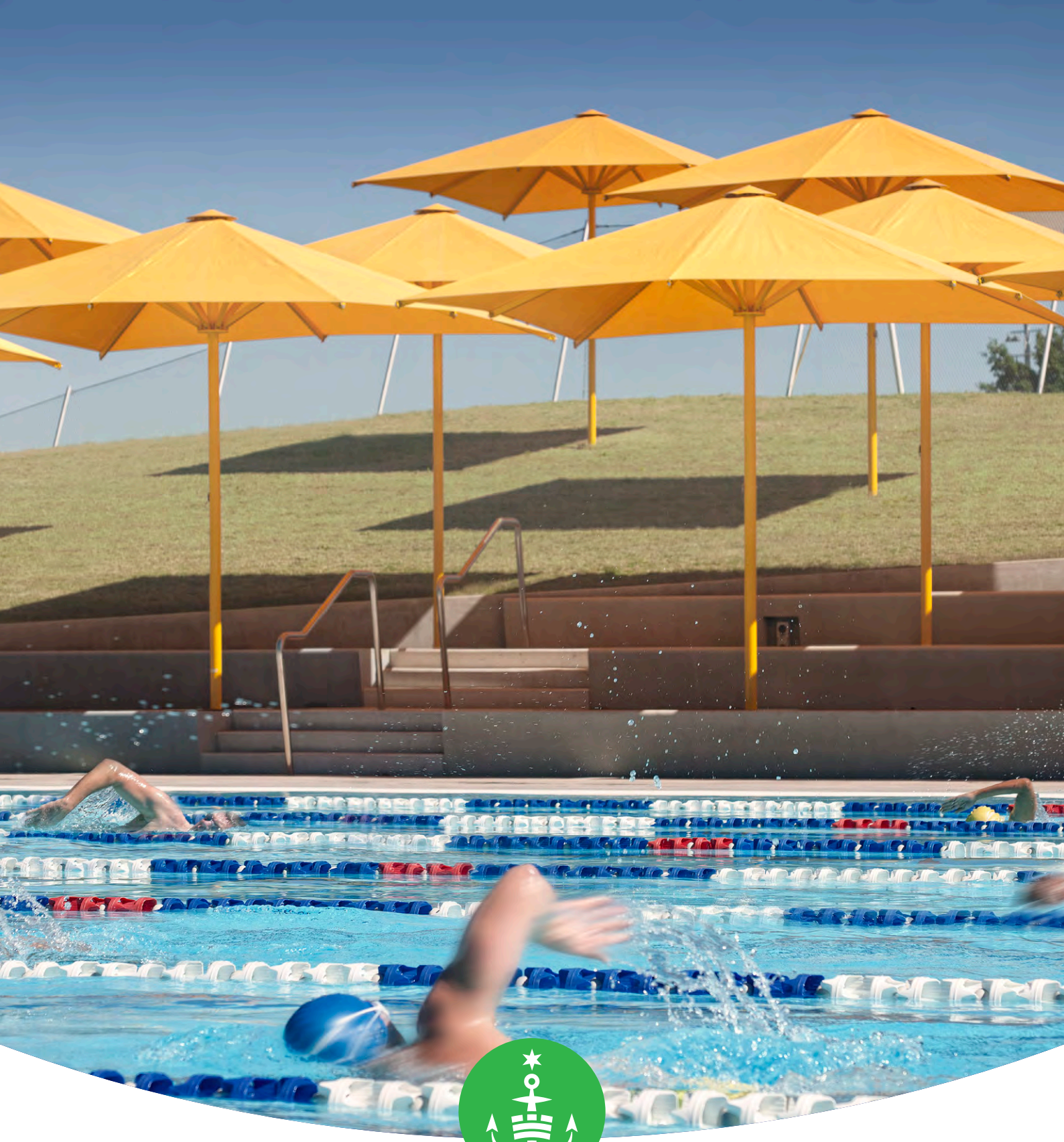
Sport field name	Address	Suburb
Alexandria Park Synthetic Field	Park Road	Alexandria
Gunyama Park Synthetic Field	17 Zetland Avenue	Zetland



Figure 1. Gunyama Park, Zetland synthetic playing field – Photo by Chris Southwood/City of Sydney

This page intentionally left blank





City Leisure Services

Fees and Charges
2022/23
Appendix 3

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

CITY OF SYDNEY

Contents

City of Sydney Aquatic and Leisure Centres 2
- Overview 2
- Customers 3
- Access 3
- Memberships 5
- 360 Go (Multi Visit Passes 20 Visits) 5
- 360 Family Package 5
- 360 Swim Only Membership 5
- 360 Pro Health and Fitness Memberships 5
- 360 Active Health and Fitness Memberships 6
- Programs 6
- Hydrotherapy (Aquatic Therapy) Classes 7
- Swimming and Water Safety – Learn to Swim 7
- Exercise Physiology Services 7
- Facilities 8

City of Sydney Community Tennis Courts 9
- Customers 9
- City Access Card Holders 10

Perry Park Recreation Centre 11
- Customers 11
- Access 11
- City Access Card Holders 11
- Programs 12
- Services 12

City of Sydney Synthetic Sporting Fields 13
- Gunyama Park Aquatic and Recreation Centre, Zetland 13
- Getiela (Alexandria Park) 13
- Customers 14
- Programs 14
- Services 14

Cover Image: Prince Alfred Park pool, Surry Hills – Photo by Josef Nalevansky, City of Sydney

Deleted: Gunyama Park Aquatic and Recreation Centre

Deleted: Zetland

Deleted: Chris Southwood

City of Sydney Aquatic and Leisure Centres

Overview

The City of Sydney manages 6 aquatic and leisure centres across its local government area, providing for the diverse health and fitness needs of our communities, and contributing to their quality of life.

The City of Sydney's 6 aquatic and leisure centres are:

Centres	Type of Facility	Suburb
Andrew (Boy) Charlton Pool	Outdoor	Sydney
Cook + Phillip Park Aquatic and Fitness Centre	Indoor	Sydney
Ian Thorpe Aquatic Centre	Indoor	Ultimo
Prince Alfred Park Pool	Outdoor	Surry Hills
Victoria Park Pool	Outdoor	Camperdown
Gunyama Park Aquatic and Recreation Centre	Indoor and outdoor	Zetland

Customers

Adult: any person over the age of 16 years who does not qualify for any concession categories outlined below.

Child: 3 – 16 years. (applies to swimming only).

Children under 3 years: free entry.

Companion card NSW holders: free entry.

Concession: children under 16, full time students, holders of Commonwealth health care cards, pensioner concession cards, seniors health cards, ImmiCards, Ex-carer allowance (child) health care cards, foster child health care cards, low income health care cards, NSW half-fare entitlement card for job seekers, Department of Veterans Affairs concession cards, or people with proof of receipt of centrelink payments. It does not include seniors card.

Spectator all ages: a person who is accompanying / watching a child who is participating in a structured program such as learn to swim, school carnival and parties. This includes siblings who may be required to accompany the adult but are not participating in the program and/or have no intention of using the facilities (ie: entering the water).

The City of Sydney implements supervision requirements which are consistent with the Royal Life Saving Society of Australia Guidelines for Safe Pool Operations and the 'Keep Watch' safety campaign.

- Supervisory adult: An adult accompanying a child under ten years of age for casual / recreational swimming. The supervisory adult must pay the adult fee.
- A child (5 – 9 years of age) must be accompanied by an adult (over 16 years of age) ready to enter the water. Therefore, the adult and child fees apply.
- A toddler (0 – 4 years) must be supervised by an adult (aged 16 years and over of age) who is always expected to accompany the toddler in the water and be within arm's reach. Therefore, the adult fee applies (the toddler enters free of charge).
- An adult accompanying a child over 10 years of age is required to pay the adult fee as their attendance is optional from a safety and supervision perspective.

Access

Casual Entry

Casual Pool Entry: entry includes use of the swimming pools, change facilities and showers.

Families (Casual Entry): entry for a maximum of 2 adults and 2 children as listed on the Medicare Card to use the swimming pools, change facilities and showers.

Additional family member: access for an additional family member (beyond 2 adults and 2 children) when purchasing casual entry for a family. Fee is charged at the full casual rate for the category.

Swim / Steam / Sauna: entry includes use of the swimming pools, change facilities, showers, steam and sauna rooms (available at Ian Thorpe Aquatic Centre only).

Casual Health and Fitness Entry: entry includes the use of the swimming pools, change facilities and showers, and the health and fitness facilities.

Sports Hall Casual Entry: includes use of the sports hall, change facilities and showers (available at Cook + Phillip Park Aquatic and Fitness Centre only).

City Access Card Holders

City Access Card holders receive subsidised entry to the City's aquatic and fitness centres.

Please contact the City of Sydney for details on eligibility and how to apply (02 9265 9333 or council@cityofsydney.nsw.gov.au).

Aquatic: entry includes the use of the swimming pools, change facilities and showers.

Multi visit pass (10 visit): entry includes the use of the swimming pools, steam and sauna, change facilities and showers. This pass has no expiry.

Hydro class: entry includes use of the centres aquarobics classes along with access to the swimming pools, change facilities and showers.

City of Sydney aquatic club: entry to monthly race night, use of change facilities and showers.

Gym: entry includes use of the fitness centre, swimming pools, change facilities and showers.

Fitness class: entry includes access to group fitness classes, use of change facilities and showers.

Swimming lesson: entry includes one swimming lesson along with access to the swimming pools, change facilities and showers.

Non-Resident City Access Card Holders

Effective 1 July 2022 non City local government area residents will be able to access the benefits of the City Access Card as follows:

Aquatic: entry includes the use of the swimming pools, change facilities and showers.

Gym: entry includes use of the fitness centre, swimming pools, change facilities and showers.

These Access Card benefits will only be available during the quieter off-peak hours in our centres, which is weekdays between 8am and 3pm, and after 7pm, and on weekends after 1pm.

Memberships

There are no refunds for change of mind or circumstances and any remaining value is non-refundable.

Where a closure of a centre, or part of its facilities affects the pass owner's ability to use the facilities, for a period of more than 14 days, the expiration date for any valid pass will be extended by the closure duration.

360 Go (Multi Visit Passes 20 Visits)

This type of membership includes use of swimming pools, change facilities and showers, and the steam and sauna rooms (available at Ian Thorpe Aquatic Centre only).

It is does not include aquatic group exercise classes.

Indoor and outdoor options are available:

– Indoor: swim-only multi-visit pass, with access to all 6 centres

– Outdoor: swim-only multi-visit pass, with access to the 3 standalone outdoor pools

Please refer to the summary table in the Overview section of this appendix for details of which centres are included with each option.

360 Family Package

This package includes 2 adult participants with full access to the health and fitness facilities and swimming pools, and 2 children with access to 48 weeks of swimming lessons each year (but not including swimming squads). Please contact one of the City's aquatic and fitness centres for more details.

It includes adults and children booked into the 48-week Swimming and Water Safety program. One swimming lesson per week and unlimited swimming outside lesson time for each child or adult are included, and free entry for one supervising adult.

360 Swim Only Membership

Pro: entry includes unlimited use all pools for recreational swimming only, change facilities and showers.

Active: entry includes unlimited use of standalone outdoor pools for recreational swimming only, change facilities and showers.

360 Pro Health and Fitness Memberships

This type of membership type provides access to the City's 3 indoor aquatic and leisure centres only. Swim-only and Swim + Health and Fitness options are available. Please contact one of the indoor aquatic and fitness centres for more details.

Standard Package, Flexi Term: No contract. The package includes unlimited access to all 3 indoor aquatic and fitness centres, as well as access to change facilities and showers, and the health and fitness facilities during general operating times. It Includes all dry and aquatic programs

and services with the exception of learn to swim, personal training, creche and allied health services such as massage and physiotherapy. Please contact one of the City's aquatic and fitness centres for more details.

12 Plus + Package: A 12-month contract that is a discounted rate to the Flexi Term package. The package includes unlimited access to all 6 City of Sydney aquatic and leisure centres, as well as access to change facilities and showers, and the health and fitness facilities during general operating times. It includes all dry and aquatic programs and services except for learn to swim, personal training, creche and allied health services such as massage and physiotherapy. Please contact one of the City's aquatic and fitness centres for more details.

Teen Gym: This membership applies to 12 – 15-year olds only, to attend the fitness centres and participate in structured teen fitness classes. Please contact one of the City's aquatic and leisure centres for more details. This is not valid as part of the 360 Family Package.

360 Active Health and Fitness Memberships

This type of membership includes access to the City's 3 standalone outdoor aquatic and fitness centres. Swim-only and swim + Health and Fitness options are available. Please contact one of the City's outdoor aquatic and leisure centres for more details.

Standard Package, Flexi Term: No contract. This package includes unlimited access to the 3 outdoor City of Sydney aquatic and fitness centres – Victoria Park Pool, Andrew (Boy) Charlton Pool and Prince Alfred Park Pool, as well as access to change facilities and showers, and the health and fitness facilities at Victoria Park Pool during general operating times. It includes all dry and aquatic programs and services except for learn to swim, personal training, creche and allied health services such as massage and physiotherapy. Please contact one of the City's outdoor aquatic and leisure centres for more details.

12 Plus + Package: A 12-month contract that is a discounted rate to the Flexi Term package. This package includes unlimited access to all 6 City of Sydney aquatic and fitness centres, as well as access to change facilities and showers, and the health and fitness facilities during general operating times. It includes all dry and aquatic programs and services except for learn to swim, personal training, creche and allied health services such as massage and physiotherapy. Please contact one of the City's aquatic and leisure centres for more details.

Programs

Aquatic Programs

Aquarobics classes: entry includes use of the swimming pools, change facilities and showers, and one aquarobics class.

Aquarobics seniors: available under all valid concessions. Entry includes use of the swimming pools, change facilities and showers, and one aquarobics class. This program is available at the indoor aquatic and fitness centres only.

Aquarobic multi (10 visit): entry includes the use of the swimming pools, change facilities and showers and an aquarobics class.

This pass has a 12-month expiry from date of purchase. There are no refunds for change of mind or circumstances and any remaining value is non-refundable. Where a closure of a centre, or part of its facilities affects the pass owner's ability to use the entries, for a period of more than 14 days, the expiration date for any valid pass will be extended by the closure duration.

Hydrotherapy (Aquatic Therapy) Classes

Entry includes use of the swimming pools, change facilities and showers, and an aquarobics class. Available at indoor sites. These classes are available at the indoor aquatic and fitness centres only.

Swimming and Water Safety – Learn to Swim

(Direct debit and Up-front payment options)

This program applies to adults and children booked into the 48-week Swimming and Water Safety program. The program includes one swimming lesson per week and unlimited swimming outside lesson time for each child or adult and includes free entry for one supervising adult.

Private lessons:

– individual: 1 x 30-minute class

– double private: 2 children in 1 x 30-minute class

Exercise Physiology Services

These services are available at the three indoor aquatic and fitness centres

Department of Veterans Affairs

– Individual session

This service includes initial and subsequent consultations for sessions of 60 minutes duration to approved DVA clients.

– Group session

This service is provided to two or more participants, up to a maximum of 12 participants.

Refer to: **https://www.dva.gov.au/health-and-treatment/veteran-healthcare-cards/veteran-white-card** for terms and conditions.

Workcover

A service provided to an injured worker on a one-to-one basis for a maximum one-hour session. Referred by medical practitioner.

National Disability Insurance Scheme (NDIS)

NDIS exercise physiologist – a 1-hour individualised session with NDIS clients to develop programs to improve their physical well-being

NDIS personal training – a 1 hour supervised session to implement programs developed by doctor or exercise physiologist

Private Health – Enhanced Primary Care Program

The Enhanced Primary Care (EPC) Program is a medicare-subsidised service consisting of 5 individual 1-hour sessions under the supervision of an exercise physiologist. Also available to clients with private health cover. (See Medicare – Enhanced Primary Care) – A doctor's referral is required.

Private session

One hour exercise physiology session provided to a person who has a chronic condition and complex care needs. May be under a shared care plan or under both a GP Management Plan and Team Care arrangements. Entitled to a maximum of 5 services in a calendar year.

Also available to private clients seeking the services of an exercise physiologist for treatment of existing injuries and not through a care plan.

Medicare – Enhanced Primary Care Program

The Enhanced Primary Care (EPC) Program is a medicare-subsidised service consisting of 5 individual 1 hour sessions under the supervision of an exercise physiologist. A doctor's referral required. This program includes, but is not limited to conditions such as:

- Diabetes
- Cardiovascular disease
- Cancer
- Osteoporosis
- Depression
- Musculoskeletal injuries / pain
- Fibromyalgia
- Decrease function / mobility

Facilities

Creche

Care provided within the centre to a child of the parent / guardian using the aquatic and fitness services. This facility is available at Gunyama Park Aquatic and Recreation Centre only, for children 8 weeks to 5 years old.

Meeting rooms

- Ian Thorpe Aquatic Centre – small meeting room, capacity 8, chairs and table, no AV
- Gunyama Park Aquatic and Recreation Centre – studio 1, capacity 20, chairs and tables, AV
- Gunyama Park Aquatic and Recreation Centre – studio 2 and 3, capacity 60, chairs and tables, AV
- Gunyama Park Aquatic and Recreation Centre – meeting room 1, capacity 12, chairs and table, AV
- Gunyama Park Aquatic and Recreation Centre – meeting room 2, capacity 8, chairs and table, AV

City of Sydney Community Tennis Courts

The City of Sydney manages a number of community tennis facilities across the City of Sydney local government area, providing for the recreation needs of our communities, and contributing to their quality of life.

The City of Sydney provides these 6 community tennis facilities, providing access to 18 tennis courts:

Facility Name	Suburb
Alexandria Park Tennis Courts	Alexandria
Beaconsfield Park Tennis Courts	Beaconsfield
Prince Alfred Park Tennis Courts	Surry Hills
Rushcutters Bay Park Tennis Courts	Rushcutters Bay
St James Park Tennis Courts	Glebe
Turruwul Park Tennis Courts	Rosebery

Customers

Adult: any person over the age of 16 years who does not qualify for any concession categories outlined below.

Concession: children under 16, full time students, holders of Commonwealth health care cards, pensioner concession cards, seniors health cards, ImmiCards, Ex-carer allowance (child) health care cards, foster child health care cards, low income health care cards, NSW half-fare entitlement card for job seekers, Department of Veterans Affairs concession cards, or people with proof of receipt of centrelink payments.

City Access Card Holders

Holders receive subsidised entry to the City's aquatic and fitness centres.

Information regarding City Access Cards is available on the City's website: **https://www.cityofsydney.nsw.gov.au/facility-bookings-outdoorevents/apply-for-access-card**

Or you can contact the City of Sydney for details on eligibility and how to apply:

Phone: (02 9265 9333

Email: **council@cityofsydney.nsw.gov.au**

Bookings are limited to 2 people per access card. One of the participants must be a holder of an access card. This will be checked to gain entry to the court.

Day: 7am – 5pm Monday to Friday

Evening: 5pm – 10pm Monday to Friday

Weekend: 7am – 10pm Saturday and Sunday



Figure 1. St James Park Tennis Courts, Glebe – Photo by Katherine Griffiths / City of Sydney

Perry Park Recreation Centre

The Perry Park Recreation Centre in Alexandria consists of 4 indoor multipurpose courts for sports such as netball, volleyball, futsal, badminton, basketball and multi-sports.

Customers

Adult: 16 years and over.

Concession: children under 16, full-time students, holders of Commonwealth health care cards, pensioner concession cards, seniors health cards, ImmiCards, Ex-carer allowance (child) health care cards, foster child health care cards, low income health care cards, NSW half-fare entitlement card for job seekers, Department of Veterans Affairs concession cards, or people with proof of receipt of centrelink payments.

Concession card holder must be present for booking. Maximum of 1 booking per concession card holder. This will be checked to gain entry to the court.

Schools: available for school sport and centre operated schools' programs tailored to school requirements. Includes equipment, use of change facilities and showers and staff provision for Centre operated programs.

Access

Casual entry: indoor courts available for casual basketball, netball and futsal use for a minimum of 30 minutes, during non-booked court times. Includes use of change facilities and showers.

Casual court hire: available for one off or irregular booking of indoor courts for individual or group use, full and half court hire per hour for futsal, netball, volleyball, badminton, basketball and multi-sports. Includes use of change facilities and showers.

Regular booking: any sporting group or organisation that hires court spaces on a weekly basis (minimum 10 consecutive weeks).

City Access Card Holders

City access card (student): full-time students aged 18 and under. Proof of enrolment may be required.

Applies to casual entry only.

Programs

Centre run programming: sports programs targeted at adults, children and concession groups (see adults, children and concession definitions above for more information). This includes use of change facilities and showers.

Sports competitions: Centre operated sports competitions for senior and junior teams – futsal, netball, volleyball and multisport. This includes change facilities and showers.

Services

Event hire: indoor available for sporting function / event hire, including use of change facilities and showers. Minimum of 2 indoor courts for a minimum of 5 hours per booking. Additional fees apply for cleaning, advertising, staff provision, equipment hire, bump in / bump out and cancellations. Please contact the centre for more details.

Equipment hire: for casual use, includes balls, badminton racquets, shuttlecocks and netball bibs for a minimum of 30 minutes.

Kiosk / merchandise sales: sale of packaged food and sport drinks or sports equipment (e.g. shin guards, sports tape) at Centre kiosk.



Figure 2. Indoor play at Perry Park Recreation Centre, Alexandria – Photo by Katherine Griffiths / City of Sydney

City of Sydney Synthetic Sporting Fields

The City provides a number of synthetic sporting fields. These all-weather fields help increase the capacity of our sports fields to meet the growing needs of our communities.

Gunyama Park Aquatic and Recreation Centre, Zetland

Fields: may be hired in full field configuration or half field configuration. Half field bookings will be charged at 50% of full field rates.

Peak and off peak time:

– Off peak hire time is up to 4pm, Monday to Friday

– Peak hire time is from 4pm on weekdays and all day on weekends

Sports lighting: This facility is payable by each booking, both half field and full field.

Field access: for periods where there are no field bookings, the field will be available for informal use. However, fields cannot be used for personal training with equipment.

Getiela (Alexandria Park)

This field is used in partnership with Alexandria Park School and is available for public use outside of school hours.

Public Availability Times:

– Monday to Friday – from 6pm to 10pm

– Weekends & Public Holidays – from 8am to 8pm

– School Holidays – 8am to 10pm

Fields: may be hired in full field configuration or half field configuration. Half field bookings will be charged at 50% of full field rates.

Peak and off peak time:

– Off peak hire time is from 8am to 6pm School Holiday and Public Holidays

– Peak time is after 6pm Monday to Friday and all day on weekends

– Sports lighting: This facility is payable by each booking, both half field and full field.

Field access: There is no informal use of the field permitted. Field is only available for booked use only. Bookings must be made through Perry Park Recreation Centre.

Customers

Adult: 16 years and over.

Concession: children under 16, full time students, holders of Commonwealth health care cards, pensioner concession cards, seniors health cards, ImmiCards, Ex-carer allowance (child) health care cards, foster child health care cards, low income health care cards, NSW half-fare entitlement card for job seekers, Department of Veterans Affairs concession cards, or people with proof of receipt of centrelink payments.

Commercial hire: Hire groups or events such as businesses, corporations, and classes.

Please contact one of our centres for more details.

Schools within the Local Government Area (LGA): Government public schools that are situated within the City of Sydney LGA. Private schools are not included.

School outside the LGA: Government public schools that are situated outside the City of Sydney LGA.

School term sport: School sport activities that occurs on a set time and day through the school week for up to 2 – 3 hours.

Programs

Schools (Centre programming): available for school sport and centre operated schools programs tailored to school requirements. Includes equipment, use of change facilities and showers and staff provision for centre operated programs.

School holiday programming: Centre operated holiday camps and school holiday programs. Includes staff, equipment.

Sports competitions: Centre operated bi-annual sports competitions for senior and junior teams – soccer and other sports.

Group (16 years and over): Centre operated programs. Includes staff, equipment.

Concession group: Centre operated programs. Includes staff, equipment. (Must meet concession criteria above to access).

Services

Birthday parties: Centre operated, including staff supervision and structured activities (non-catered). Please contact the centre for more details.

Events: available for function / event hire, may include the use of change facilities and showers (booked through Alexandria Park Community School). Minimum 5 hours per booking. Additional fees apply for cleaning, advertising, staff provision, equipment hire, bump in / bump out and cancellations. Please contact Perry Park Recreation Centre for more details.



Glossary

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

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

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

CCAP – Climate Change Action Plan – City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

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

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

DPIE – Department of Planning, Industry and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

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

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

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

LGA – local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, ,Erskineville, ,Eveleigh, Forest Lodge, ,Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

MPEP – Major Properties Efficiency Project, implemented by the City to investigate and deliver cost-effective options for reducing emissions generation and water consumption at 14 City properties which together account for at least 80% (electricity), 95% (gas) and 70% (water) of utility usage across the City's property portfolio.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

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

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

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

SRAP – Stretch Reconciliation Action Plan. Adopted by the City in 2020, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

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

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.



Page 95: [1] Deleted Christina Phillips 8/06/2022 3:49:00 PM

Attachment E

Draft Resourcing Strategy 2022



Resourcing Strategy 2022

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

CITY OF SYDNEY

Contents

Introduction 3
How the documents relate 4
The resourcing strategy 5
Common Challenges in the Resourcing Strategy 8
Long Term Financial Plan LTFP
Asset Management Plan AMP
People Strategy PS
Information and Technology Strategy ITS
Community Engagement Strategy CES

Cover image: Summer Streets event at Stanley Street, Darlinghurst - photo by Katherine Griffiths/City of Sydney

Deleted: George Street Sydney

Deleted: Chris Southwood

Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten revised targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community will inform the City of Sydney in its decision-making.

Ten revised strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by our communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents such as this resourcing strategy.

Our resourcing strategy

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework.

This resourcing strategy should be read in conjunction with the City's operational plan which we review annually.

In deciding the activities to be undertaken and the level of service to be provided the City needs to take into account its available resources – its workforce, its financial sustainability and assets.

The actions and plans contained within the resourcing strategy ensure that the City has the necessary resources to carry out its planned activities, maintain its assets to sustain their useful life, and meet our communities' priorities now and into the future.

Deleted: the

Deleted: y's

The City also includes in the resourcing strategy details on its information technology resources and how we engage with the community to inform on our activities and seek feedback.

Overall, the operational plan and related resourcing strategies provide for the necessary resources and levels of service to implement the proposed projects and operate programs for the City.

This serves to both inform and test the aspirations in the strategic plan and how Council's share of the required actions might be achieved while maintaining the long-term sustainability of the organisation.

The following diagram illustrates our integrated planning and reporting framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from olg.nsw.gov.au

Deleted: below

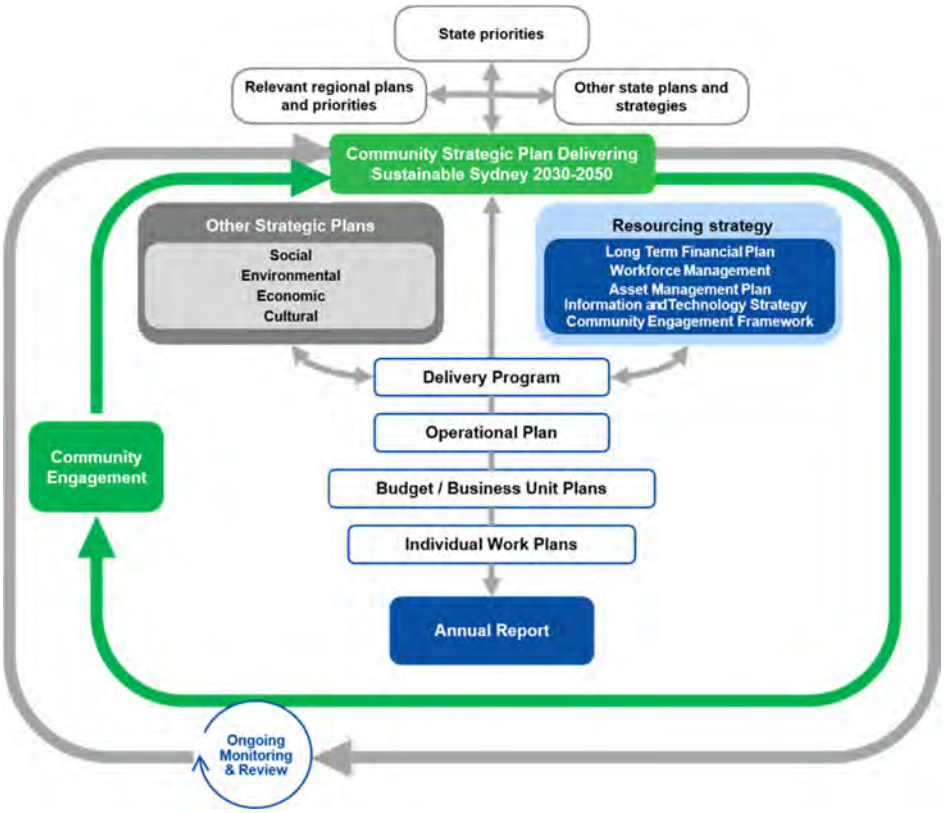


Figure 1. Integrated planning and reporting framework diagram, adapted from Office of Local Government

How the documents relate

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

The Community Strategic Plan Delivering Sustainable Sydney 2030 (the community strategic plan) is the highest level plan that the City will prepare.

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the communities' main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

Deleted: y's

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next three decades. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

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

The City's Delivery Program 2022-26 (the delivery program) identifies the actions we will take over the next four years that support the community strategic plan outcomes. The delivery program

structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

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

The Integrated Planning and Reporting Framework includes a reporting process to communicate how we are progressing to the Council and the community.

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework.

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

The resourcing strategy

Effective resource planning ensures Council will focus not only on the short-term issues and the range of service delivery indicated in the one-year Operational Plan, but also on the medium and long-term challenges as we respond to meeting our communities' vision for a more sustainable future as articulated in the community strategic plan. This refreshed resourcing strategy underpins the directions within the community strategic plan and builds on previous plans, ensuring that the shared vision for our city is realised.

It takes stock of what has already been achieved and responds to the feedback we've received from our community. It also takes account of changes in relevant federal and NSW government policies and commitments as well as the long term economic, social, cultural and environmental trends and challenges for Sydney.

The community strategic plan and this resourcing strategy recognises that the City does not act alone and that partners including state and federal agencies, non-government organisations, community groups and individuals have a role to play in delivering responses to achieve the community outcomes.

This strategy contains 5 key resource areas which in terms of community priorities, money, assets, technology and people respond to the long term strategic aspirations for:

- Financial planning
- Workforce planning
- Asset management planning
- Information and technology planning
- Community engagement

Our 5 resource areas underpin technical and policy guidance to guide the strategic implementation of our integrated planning. Moreover, resourcing strategy initiatives are reviewed annually to ensure they remain appropriate for the changing environment and to incorporate community feedback, and undergo a full comprehensive review following each Council election.

Covid-19 Update

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We're working to restore our financial position back in line with our long-term financial plan and to meet our commitments to provide services and support to the community and businesses in our local government area.

Despite the impacts of the pandemic, the City's strong financial management over the past years has provided a platform to respond to the current crisis.

During 2020 services and levels of service were adapted to deal with the impacts of the pandemic. Some planned deliverables and actions may continue be impacted or need to be reprioritised based on the ongoing economic effects of the pandemic and associated public health orders and health initiatives such as vaccination.

The City will continue to adjust to this crisis to ensure the health and wellbeing of the community is our primary focus.

Long term financial plan (LTFP)

The first part of our resourcing strategy is the City's long term financial plan - our ten-year financial planning document with an emphasis on long-term financial sustainability. Financial sustainability is one of the key issues facing local government due to several contributing factors including growing demands for community services and facilities, constrained revenue growth and ageing infrastructure. The LTFP provides information on what can be funded by the City, including continuing to provide services at levels necessary to meet the objectives of the community strategic plan. This is an important document, which aims to balance the community aspirations and goals against financial realities.

Contained in this plan are:

– assumptions used to develop the plan;

– projected income and expenditure, balance sheet and cash-flow statements; and

– methods of monitoring financial performance.

Balancing expectations, uncertainty of future revenue and expenditure forecast are some of the most challenging aspects of the financial planning process. As such, the longer the planning horizon, the more general the plan will be in the later years. Every effort has been taken to present the most current estimates and project scopes to be included in this plan.

The long term financial plan includes a "base case" version reflecting the City's best estimate of revenue and expenditure as the economy recovers from the pandemic and includes the assumption that an additional special variation (ASV) is approved to allow a permanent rates increase. However, given the uncertainty over the final approval (to be announced on 22 June 2022) two alternate scenarios are included in the financial schedules.

Alternate scenario 1a shows the impact of a temporary one-off increase of 2.5% (1.1% added to the already approved 1.4%) for 2022/23 only thereby missing the compounding effect on the permanent increase (the base case). Alternate scenario 1b shows the impact of no additional increase of 1.1% and therefore rates only assumed to increase 1.4% for 2022/23. Scenario 2 has also been included in the additional schedules to model slower rates of recovery for commercial property, venue hire and advertising income over the 10 year plan while assuming the 'permanent' ASV is approved. All scenarios assume that the City returns to 'business as usual' in the latter years of the plan.

Commented [CP2]: This wording cannot be finalised until IPART decision is available.

Asset management plan (AMP)

The second part of the Resourcing Strategy deals with asset management planning, in particular the Council's Asset Management Policy, Strategy and specific asset category plans.

Our infrastructure assets enable us to provide services to the community. Management of these assets is a critical area of local government responsibilities, governed by legislated standards.

These assets need to be managed in the most appropriate manner on behalf of and to service the community. This plan ensures appropriate standards for maintenance and the renewal of key assets to service the community, as well as detailing asset status and resource requirements.

The City is responsible for approximately $13 billion of infrastructure assets including land. The Community Asset Management Plan is the summary of the relevant strategies, plans and actions for the assets critical to our operation.

The City's asset management planning framework includes:

– Council's overall vision and goals and supporting asset management vision and goals
– Sustainable Asset Management Policy
– Infrastructure Asset Management and Service Delivery Strategies.

People strategy (PS)

The people strategy identifies the City's current and future workforce needs. The strategy ensured the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan. It builds on previous work to drive a purposeful, productive and efficient organisation.

The strategy has 3 core objectives:

1. energising our people and our workplaces by fostering a 'people first' culture
2. adapting our ways of working for the future
3. strengthening our employee value proposition and recruitment experience to attract and retain diverse, skilled people.

Key organisational statistics have been updated within this revised version to reflect current employee data and trends.

Attracting and retaining skilled and talented staff with the capability to deliver the City's objectives is critical to implementing our community strategy plan. The City aims to strengthen its strategic workforce management in order to address future workforce challenges, while also improving the work environment for current staff.

Effective workforce planning aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues, and deliver appropriate services effectively and efficiently. Workforce planning addresses the human resourcing requirements for Council's delivery program. For the purposes of the Integrated Planning and Reporting Framework, the People Strategy is the City's workforce plan.

Information and technology strategy (ITS)

The Information and Technology Strategy sets the information and technology direction and priorities to meet our community strategic plan outcomes, community needs and government information and data policies. The plan guides information and technology related decision making, priorities and investment.

Community engagement strategy (CES) including the community participation plan (CPP)

The Resourcing Strategy also includes a community engagement strategy to reflect the City's community engagement objectives and principles and a summary of recent engagement programs.

This strategy sets out a framework for how we consult with our diverse communities on important projects and collaborate, involve and empower communities to take part in shaping the future of our city. It includes a definition of community engagement and explains how we talk with – and

Deleted: e

listen to – our communities. It outlines the guiding principles, activities and channels we use when working with our communities and illustrates these in action on some recent projects.

The city is made up of diverse communities. We have over 1 million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. We also have non-resident property owners. Those in our communities have different lifestyles, interests and needs.

The City works within an environment of others that have overlapping or complimentary responsibilities. We consult each other in our strategy and project development and implementation. Our many stakeholders include government departments and authorities, cultural institutions and groups, community organisations, and businesses both large and small.

We consistently use new communication techniques and channels to ensure all these voices are heard when planning and developing our projects. We also work to ensure these voices accurately and effectively represent our communities' changing values and needs.

Deleted: y

Deleted: s

In these uncertain times, with communication disrupted by the coronavirus, we have changed our approach to community engagement (consultation) during the Covid-19 pandemic to manage physical distancing. While we may change the way we engage with you, we will continue to assess each consultation to ensure decisions about approaches to engagement align with the City's community engagement principles.

We apply a community participation plan in carrying out our land use planning functions. This plan meets the requirements of the Environmental Planning and Assessment Act, which specifies community planning panels and mandates community consultation in planning matters for all councils in the Greater Sydney region and other specified areas. It describes mandatory requirements that the City of Sydney must meet for public exhibition and notification processes for land use planning matters.

The City of Sydney's community participation plan is included in this document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Act.

Common challenges in the resourcing strategy

A number of major challenges are common across all parts of our resource strategy and are discussed briefly here rather than repeating these issues in each of the parts of the resource strategy.

The major challenges for the City include the:

– – response to the Covid-19 pandemic

– – planned growth in population and workers/visitors leading to an increase in demand for services and infrastructure;

– – redevelopment of major urban renewal areas; and

– – dynamic local and global economic conditions.

The City will be undergoing significant renewal in key urban sites such as Green Square, Waterloo, and Barangaroo. The City will be involved in these projects requiring a major allocation of resources to support, deliver or maintain key community infrastructure and services as the sites are constructed and new communities form.

The City will partner with the NSW government to help with the transformation of the area around central station and creation of the new Tech Central precinct. As this area develops the City will require resourcing to create liveable, open, connected and green spaces.

The City will also participate in the provision of more sustainable energy production within the City environs requiring technical expertise and financial resources.

Improving the access to and around the city is also a key challenge addressed in the Resourcing Strategy, mostly in terms of funding and asset management of major infrastructure works. The City's resources and that of the communities are significantly linked to the local and global economic conditions affecting property development, employment and investment in key infrastructure by other parties.

The Resourcing Strategy has been developed based on the current legislative and structural framework and does not incorporate any proposed legislative or structural amendments.

The Resourcing Strategy should be read in conjunction with the other documents in the integrated planning suite, particularly the community strategic plan, delivery program and operational plan.



Long Term Financial Plan 2022/23 to 2031/32

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

CITY OF SYDNEY

Contents

Introduction 3

Current Financial State and Key Risks 5

Financial Principles and Assumptions 11

Financial Forecasts – Continuing Operations 14

Financial Forecasts – Capital and Assets 29

Financial Performance Targets 37

Long Term Financial Schedules and Scenario Modelling 42

Table of figures

Figure 1: Balance sheet summary

Figure 2: Income Sources as a % of Income from Continuing Operations^

Figure 3: Expenditure Sources as a % of Expenditure from Continuing Operations

Figure 4: Ten year timeframe

Introduction

Background

A long term financial plan is a key Resourcing Strategy document required under the NSW Integrated Planning & Reporting framework.

The City of Sydney's Long Term Financial Plan recognises its current and future financial capacity to continue delivering high quality services, facilities and infrastructure to the community while undertaking the initiatives and projects that will contribute toward the goals set down in its Community Strategic Plan, Delivering Sustainable Sydney 2030-2050.

Local government operations are vital to the community, and it is important for stakeholders to have the opportunity to understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan, and be assured that these plans are financially achievable and sustainable. The City of Sydney also elects to add an Information and Technology Strategic Plan, recognising it as a key enabler of business efficiency and effectiveness, and of community information and interaction.

This financial plan provides a ten year overview of the City's projected annual income and expenditure, capital works and asset delivery, acquisitions and disposals of property and the resultant projected cashflows.

The financial plan highlights the impact of the City delivering infrastructure and facilities associated with the Green Square Urban Renewal project along with numerous other major initiatives detailed in this plan, whilst continuing to undertake the maintenance and renewal works required to sustain existing infrastructure and facilities at a satisfactory standard, befitting a global city.

Image 1: *Pedestrians, light rail and flowers on George Street, February 2022*





Image 2: *Bushfire smoke smothered the city, setting off fire alarms, suspending ferry services and triggering health warnings over choking air pollution*

The City of Sydney Council declared a climate emergency in June 2019, stating that climate change poses a serious risk to the people of Sydney. Addressing the challenges of climate change continues to be incorporated into strategic decision making at the City. A new Environmental Strategy 2021-2025 was published on 27 July 2021.

The Long Term Financial Plan demonstrates that the City has the financial capacity to progress these and other significant initiatives, and provides an ongoing prudent financial budgeting framework to facilitate future decision-making, ensuring that the City is well-placed to pursue strategic goals without risking the long term financial sustainability of its operations.

This latest iteration of the Long Term Financial Plan is predicated on the Minister's approval of IPART's recommended Additional Special Variation to rates income.

Two additional scenarios to the 'base' case have been added, modelling the impacts of:

1. The Minister - on the recommendation of IPART - not approving the Additional Special Variation to rates income in line with the City's expectations (scenarios 1a and 1b)

2. Delayed Covid-19 recovery impacting income from commercial property, advertising and venue and facility hire, as well as associated impacts on investment revenue (scenario 2)

The scenarios reflect unfavourable outcomes for the City of Sydney. Details on each case are included in the plan below and additional financial schedules are also included.

Projecting over the ten year timeframe of this Financial Plan necessitates the use of a variety of underlying assumptions. The Long Term Financial Plan will therefore be closely monitored, and regularly revised, to reflect changing circumstances.

Current Financial State and Key Risks

The goals and objectives set out in the Community Strategic Plan form the basis for this plan. The City's recent strong financial position has been built upon a diverse income base, significant business rate income and its commitment to control and deliver services, facilities and infrastructure that are both effective and efficient.

Ongoing impacts of the pandemic

The Covid-19 pandemic has had devastating and prolonged impact on our communities. Sectors such as the arts, accommodation and food services, recreation services, education services, professional services and retail trade are more adversely impacted. The City, its businesses and residents continue to try and recover from the ongoing health, financial and economic impact pandemic into 2022/23. Higher operating costs such as increased cleansing and maintenance programs, coupled with substantially reduced revenue have posed a significant risk to the City's budget bottom line. As the world continues to react and adapt to the pandemic, the City has experienced stark changes to visitor numbers. The long term impact of the pandemic remains uncertain.

The City's strong financial management over past years has provided the organisation some capacity to remain resilient to short term disruption, whilst enabling ongoing transformation of the urban environment to meet the needs of residents and workers alike. The City developed its Community Strategic Plan on the basis of extensive community consultation and engagement.

Image 3: *Empty streets in Sydney's city centre during the Covid-19 pandemic*



The actions of turning Sustainable Sydney 2030-2050 Continuing the Vision into a reality are well advanced, with a review of the Community Strategic Plan underway, currently on public exhibition, that will incorporate objectives to a 2050 horizon.

IPART review of rates peg

The rates peg is the annual allowable increase to a Council's general income in a given financial year, which is dictated by the Independent Pricing and Regulatory Tribunal (IPART). IPART implemented changes to the calculation of the rates peg in 2022 by introducing a population growth factor that intends to allow councils' annual general income to increase in line with its growth in population.

Whilst this was widely welcomed as a positive reform across the sector, the other fundamental component of the rates peg is the Local Government Cost Index (LGCI) which was 0.7% for 2022/23 – the lowest on record since IPART took on responsibility for setting the annual rate peg.

The City of Sydney also received a population factor increase of 0.7 per cent, resulting in a total rate peg increase for 2022/23 of just 1.4 per cent. This level of increase does not reflect the City's recent experience of rising labour, materials, contracts and service costs. Inflation for the most recent twelve months, as measured by the ABS's Consumer Price Index (CPI) was 5.1% (Sydney CPI was 4.4%)

The Minister for Local Government subsequently recognised the inadequacy of both the level of the 2022/23 rate peg, and its underlying calculation methodology. The Minister announced on 7 March 2022 an additional special rates variation (ASV) mechanism for the 2022/23 financial year. It is designed to support councils that had budgeted for a larger rates income increase than that allowed by the published rate peg for 2022/23. Under this mechanism a maximum of 2.5% has been set. Councils that can demonstrate the need for a rates increases greater than the underlying 0.7% in order to meet the obligations they set for 2022/23 in their adopted 2021/22 Integrated Planning and Reporting (IPR) documentation may be granted a maximum 2.5% (including any population adjustment) increase either for 2022/23 only or on a permanent basis depending on demonstrated need over the next 5 years.

In response, Council resolved in April 2022 to seek an ASV from IPART for 2022/23 which if successful will deliver an overall permanent 2.5% rates increase. This would align with the level included in the City's current adopted Long Term Financial Plan. The final determination on the ASV will be delivered by IPART by June 21, 2022.

The main financial schedules presented as part of the Long Term Financial Plan included in the Resourcing Strategy, assume that the City will be granted a permanent overall increase of 2.5%. Note that additional financial schedules are presented that include a additional scenario showing the impact of a one-off increase of 2.5% for 2022/23 only thereby missing the compounding effect on a permanent increase. Another additional scenario shows the impact if rates were only to increase 1.4% for 2022/23.

Financial Sustainability

The City supports the definition of financial sustainability set out in the TCorp report *Financial Sustainability of the New South Wales Local Government Sector* and reiterated in the Independent Pricing and Review Tribunal (IPART) methodology that:

"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community".

The key principles driving the City's long term planning include:

1. The Community Strategic Plan, Delivering on Sustainable Sydney 2030-2050 will continue to guide City of Sydney action, with annual reviews of progress and priorities as part of our annual Integrated Planning and Reporting process.
2. Diverse and innovative public engagement processes will help us understand the needs and expectations of our residents, businesses, workers, students and visitors.
3. Effective internal governance arrangements will help deliver current and new projects and programs to meet the needs and outcomes agreed with our communities.
4. Agreed targets and outcomes incorporated into the City's annual planning and budgeting processes.
5. Long-term financial planning will manage operating costs to deliver operating surpluses to fund infrastructure and facilities.
6. A People Strategy to foster a "People First" culture, reset our ways of working, and evolve our value proposition to attract highly skilled, diverse and ethical staff.
7. Infrastructure and asset maintenance monitored on a targeted basis to maximise renewal levels without over-servicing.
8. Policies and procedures regularly reviewed to improve the City's approach and respond to emerging needs and community expectations.
9. Regional, national and international engagement and partnerships to increase the City's influence, scope and capacity.
10. Regular assessment of funding projections to determine appropriateness of debt to meet the need for future infrastructure.

The City continues to progress the formal transfer of certain land parcels controlled by the NSW Department of Planning, Industry, and Environment. Further parcels of land currently under the control of Property NSW are the subject of ongoing discussions regarding future transfer to the City.

From 1 July 2018, the *Crown Land Management Act (2016)* introduced changes to the management of Crown land by councils. Specifically, councils are required to manage their dedicated or reserved land as if it were public land under the *Local Government Act 1993* .

Apart from land already dedicated to the City, the Long Term Financial Plan does not include provision for owning, controlling, maintaining or operating assets currently controlled by NSW or Federal Government entities. No future amalgamations or boundary changes have been anticipated or modelled in this plan.

Economic conditions

Key economic conditions are a significant external impact to the City's financial position, with key influences including:

- Consumer Price Index (CPI) for Sydney
- Escalating construction costs
- Property market performance,
- Local Government Cost Index (LGCI), a key determinant in "pegged" rates increases
- Ongoing economic impacts associated with the Covid-19 pandemic
- Declining revenue from Federal Financial Assistance Grants in real terms
- Urban Renewal and development trends (as driven by property market performance)
- Employment market trends
- The state of financial markets (including official interest rates)

High inflationary pressures

Global events including conflict in Europe and the pandemic-driven supply chain disruptions are creating a high inflationary economic environment. This is evident in recent publications by the Australian Bureau of Statistics (ABS) on Consumer Price Index in Sydney and the costs of construction under the national Producer Price Index.

Fluctuations in inflation rates over time impact upon both income and expenditure. To reflect current economic conditions appropriately, and to safeguard against the risk of detrimental fluctuations in the CPI in the medium to long term, the City applies an inflationary factor of 2%, escalating to 3% in the later years of the Long Term Financial Plan.

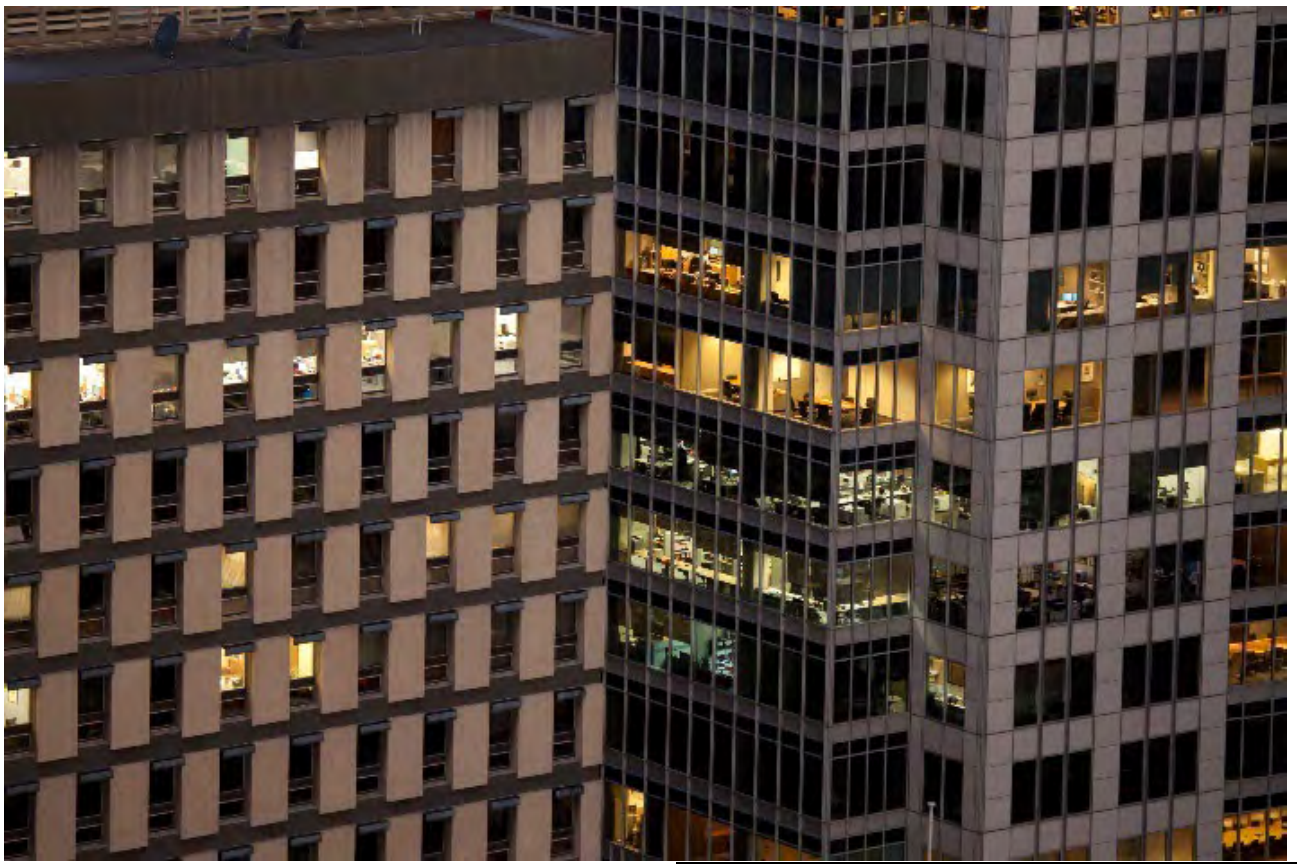


Image 4: *Sydney skyline in evening*

Other economic assumptions in the plan

Inner-Sydney commercial property market uncertainty, following a period of unprecedented and sustained growth, has been exacerbated by the Covid-19 pandemic. Aside from influencing the performance of the City's substantial commercial property holdings, the state of the property market will also directly impact the City's ability to acquire and divest property holdings. Broadly, the demographic characteristics of the city are directly impacted by prevailing property market trends.

The rate of wages growth is a significant issue for the City in managing its underlying operating expenditure over a ten year timeframe, as employee costs currently represent approximately half of the City's total operating expenditure.

Interest rates remain at historical lows, with the official cash rate at 0.1 per cent (at the time of writing). While it is anticipated that the Reserve Bank of Australia will raise interest rates in the near future, the maturity profile of the City's investment portfolio may result in a lag before higher returns are realised and are expected remain lower than long term averages.

Although the City's portfolio of financial investments has historically outperformed industry benchmarks, the restrictive scope for investment (per Ministerial Order) and suppressed market conditions place this performance at risk; this plan reflects conservative investment return assumptions in the medium to long term. Further, the financial position of the City is affected through adjustments to provisions, in part determined by reference to long term bond rates, and fixed asset revaluations.

Other significant financial risks in asset management and service planning together with ongoing review of contracts and services include:

- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered by local government and potential government cost-shifting
- additional asset maintenance costs (new parks, roads, cycleways, facilities etc);
- limited competitive supply for some specific service areas.

The City adopts conservative assumptions in financial projections, to mitigate the risk of economic fluctuations adversely affecting financial sustainability. The assumed escalation rates for both income and expenditure are regularly reviewed and updated as appropriate.

Current Financial Position – City of Sydney

Since the amalgamation of the (former) South Sydney City Council, parts of Leichhardt City Council and the City of Sydney in 2004, the City's has delivered consistently strong operating performance results, which have enabled the City to accumulate significant cash reserves, and to internally fund its capital works program. The City's closing cash and investments balance at 2020/21 was $655.3M, with $382.1 of this total restricted for specific purposes.

The City of Sydney entered the 2021/22 financial year in a strong financial position due to more than a decade of stable progressive government, professional corporate administration, a policy commitment to prudent financial management, and strategically sound investments. The City has long sustained a strong liquidity position, along with diversity in significant alternative income streams to supplement a substantial rating base. As detailed in this Plan, despite significant impacts in the short term, operating surpluses are anticipated to recover and continue to underpin the delivery of the City's capital program in the long term.

Figure 1: Balance sheet summary

Book Value of Assets	**$12.73B**
(including):	
Land	$7.06B
Buildings	$1.59B
Roads Infrastructure	$1.29B
Stormwater Drainage	$0.30B
Parks	$0.28B
Cash & Investments	**$655.3M**
Unrestricted Balance	***$273.2M***
(at 30 June 2021)	
Operating Result *	
2020/21	$124.9M
2021/22 (Forecast)	$75.9M

* Excludes Capital Income, Interest, Depreciation, and initial recognition of Heritage floor space



Image 5: *Red poppy flowers in the Royal Botanic Gardens*

Financial Principles and Assumptions

The City of Sydney remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high-quality community services, facilities, and infrastructure.

The City plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

Key principles employed in the financial planning and modelling process:

- Financially sustainable
- Maintain diversity of income sources
- Generate significant operating surpluses
- Maintain tight control over expenditure and staff numbers
- Deliver best value services, facilities and infrastructure
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions
- Prudent financial investment
- Consider appropriate use of debt, internal borrowing and private financing arrangements

The Long Term Financial Plan continues the City's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through strong operating results. The funds generated from operations are used to commence new initiatives and programs, and to fund delivery of the City's extensive capital program, however, the suitability of utilising debt and/or private financing will be considered, for appropriate initiatives and projects.



Image 6: *Workers enjoy a coffee break in the city centre*

The Operational Plan and forward projections have been set to continue the City's high standards of service and to adequately allow for all known and anticipated changes over the coming ten year period. Unexpected cost pressures will always arise (as evidenced by the Covid-19 pandemic), along with increasing service demands. However, in responding to these challenges, the City will continue to underpin its quality services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs incorporating customer feedback to ensure effectiveness and efficiency.

For the "base case" of the long term financial model, income and expenditure projections are conservatively modelled on the upper end of the Reserve Bank targeted range of inflation. Elements of income and expenditure that are subject to wider fluctuation have been modelled accordingly (refer Assumptions below).

As noted above, the annual operational budget plans for significant operating surpluses, which, combined with the City's interest earnings and capital contributions, provide funding for



Image 7: *Geddes Ave cycleway*

ongoing capital works projects and programs that are designed and constructed to provide the City's world class facilities.

The City will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the City's liabilities and commitments as they fall due, and manage cash flow demands to ensure responsible financial management control. While externally restricted reserves will be maintained in accordance with legislative requirements, a number of internally restricted reserves are used to ensure that funds are set aside to directly support priority initiatives and projects in the Community Strategic Plan.

Both internal and external reserves are summarised in the *Financial Forecasts - Capital and Assets* section of this Plan.

The City closely monitors its financial performance and publishes several key financial indicators within its quarterly budget review statements to demonstrate its financial health and sustainability.

Assumptions

The major assumptions for this plan, including the impact on the Asset Management Plan and People Strategy are reflected in the introduction to the Resourcing Strategy.

The City's 2022/23 financial year budgets (as detailed in the Operational Plan and included in the attached schedules) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term in respect of the impact of the Covid-19 pandemic, the underlying Income Statement and Balance Sheet are taken to substantially represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis.

Where new initiatives/projects that will impact operating income and/or expenditure are

anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Fluctuating capital income as a result of development activity in the Green Square precinct and Central Sydney
- Capital Grants expected to be received – particularly for City cycleways
- Allowances for asset maintenance growth as a result of new infrastructure/facilities
- Ongoing expenditure impact of the high cost of administering the City's unique non-residential voting roll, and local government elections
- Adjustments to resourcing reflecting anticipated changes in service provision over time
- Adjustments in respect of ongoing impacts for a number of the City's revenue-generating facilities and services due to the Covid-19 pandemic

The Capital Program is forecast over the ten year timeframe of the Plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns, and in line with renewal requirements identified as part of the Asset Management Strategy.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the Plan, the City undertakes a wide range of sensitivity testing, via a sophisticated financial modelling tool, in order to arrive at what it considers to be the most realistic and balanced scenario. The attached schedules reflect the City's forecast position.



Image 8: *Green Square markets in February 2022*

Financial Forecasts – Continuing Operations

Note that the categories below refer to the Income Statement in the first financial schedule attached to this plan.

Income from continuing operations

This section includes a review of the major sources of income received by the City, including explanatory information along with a discussion of the risks and assumptions.

The City aims to maintain a diverse income base, with income sources outside Rates and Annual Charges vital to reduce the burden on ratepayers of funding all of the City's ongoing operations, minimising the impact of rate-pegging. In addition to the operating income below, details of capital income – also used to partially fund the City's capital works program – are detailed later in this section.

Rates and Annual Charges

Rates and Annual Charges are the City's primary source of annual income, contributing over half of total operating income, a proportion which has remained relatively constant since the Council boundary adjustment of 2004.

Rates income

In accordance with NSW legislative requirements, the City calculates its individual rates by applying an ad valorem (rate in the dollar) multiplier to each property owner's unimproved land value.

The City maintains three rating categories:

1. a CBD business rate;
2. a general business rate; and
3. a general residential rate for the entire local government area

The City maintains minimum business and residential rates which are applied to property owners where rate in the dollar charge falls below a set amount. This is to ensure that all landowners make a reasonable contribution towards the services and facilities provided, which is particularly relevant given the number of strata property owners with relatively small proportionate land values within the City.

The City's annual rates income represents 44.1% of Income from Continuing Operations (as reflected in the attached schedules of this plan). CBD business rates represent approximately 23.7%, other business rates 9.2% and residential rates 11.2%, of total income from continuing operations. The City's property distribution is not conducive to achieving an equitable unimproved land value-based tax, with 78.0% of residents on minimum rates, reflecting Sydney's high density living. However, minimum rates do not produce a rate levy that reflects an individual owner's capacity to contribute to the cost of Local Government operations, nor their likely consumption of City services.

The State Government constrains the growth of annual rate income for all councils by setting a general maximum rates increase. This 'rate cap', also referred to as the 'rates peg' is recommended to the Local Government Minister by IPART, based upon the price movement of local government expenses in the market and assuming a productivity improvement (efficiency) factor in most years.

As mentioned earlier, IPART introduced a population growth factor that is unique to each Local Government Area in 2022 as part of the revision to the rate peg calculation methodology. The population growth factor is intended to allow each Council's general income to be maintained on a per capita basis as its residential population grows. This is a

significant and welcome reform to the rating system, as population growth is a major driver of infrastructure and service cost increases.

Note that the City's general rates base can also grow when new properties are developed within the area that require additional local government services, where the sum of the rates paid by strata owners exceed the original rate value or where crown lands (normally rate-exempt) are being leased for private purposes. These increases are offset against the maximum allowable increase attributed to the population growth factor. The completion of major urban redevelopments within Sydney has generated additional income during recent years, although significantly less than required to fund the increase in services demand by new residents, as the properties were previously rated as businesses.

The City is looking closely at its rating path and the best way to equitably align its rating structure to service this growth. The City will continue to explore options that will improve the fair and equitable distribution of the rates burden for all our ratepayers.

In December 2021, IPART set the general allowable increase for 2022/23 at 0.7%. IPART determined this rate peg with reference to the annual movement in the Local Government Cost Index. In addition, the City was granted an additional population growth factor of 0.7%, resulting in a total allowable increase of 1.4% for the City of Sydney.

The Local Government Cost Index of 0.7% is the lowest increase IPART have ever recommended. This poses a challenge to the financial sustainability of the City (indeed all Councils) confronting high inflation and increasing construction costs.

The Minister for Local Government has subsequently recognised the inadequacy of both the announced 2022/23 rate peg, and the underlying methodology. In response the Minister announced on 7 March 2022 a new special rates variation opportunity for the 2022/23 financial year, to support councils that had budgeted for a larger income increase than their allowed by the published rate peg, up to a maximum of 2.5 per cent where the council can demonstrate the need for a special variation to meet the obligations they set for 2022/23 in their 2021/22 Integrated Planning and Reporting (IPR) documentation.

In April 2022, Council resolved to apply to the Minister for Local Government, through her delegate the Independent Pricing and Regulatory Tribunal, to vary its general rate income by a permanent special variation for 2022/23 of 2.5 per cent, as allowed under section 508(2) of the *Local Government Act 1993.*

Beyond 2022/23, the City has estimated future average general rate increases of 2.5% p.a, allowing for IPART approved increases and development growth.

The City will continue to advocate for a more equitable and flexible rating system as part of a detailed submission to IPART. The Plan assumes a continuation of the current NSW rating system.

Pensioner Rates Exemptions

The City continues to provide 100% rebate of rates and annual charges for eligible pensioners within its local government area. This scheme provides an additional rebate on top of a mandatory rebate for eligible pensioners and in total, the scheme currently costs approximately $3.7M per year.

While this cost has remained reasonably constant, City officers continue to assess long term trends to ensure the sustainability of this policy and consider the long term benefits and impacts of this scheme.

Domestic Waste Management Charges

The *Local Government Act 1993 (NSW)* requires Domestic Waste to be a full cost recovery service, and all costs associated with the administration, collection, recycling,



Image 9: *Garbage collection truck from Cleanaway, contracted by City of Sydney*

disposal, treatment, and community education are entitled to be recouped from residential ratepayers.

These charges amount to $64.5M for the 2022/23 financial year, including the gradual accumulation of a reserve providing funding for future waste treatment options, as outlined in the Advanced Waste Treatment Master Plan: 2013-2030 and the Waste Strategy and Action Plan, adopted in 2017 financial year. This is an important initiative to supplement the City's existing efforts to promote and provide recycling and green waste services to assist in the reduction of the total amount of waste being directed to landfill.

In December 2021, IPART proposed to publish an annual domestic waste benchmark peg, which is non-binding on councils and is intended to give guidance to ratepayers and councils on how much the reasonable cost of providing domestic waste management services should change year-to-year. Further, IPART propose to request councils whose charges increased more than the benchmark waste peg to explain why, and also publish an annual report that highlights councils whose domestic waste management charges have increased by more than the benchmark peg, including those councils' explanations for the increases.

Stormwater Charges

The legislation also provides the City with the ability to collect a further $2.0M each year to improve its stormwater networks. The charges remain at $25 per residential property, $12.50 per residential strata unit, and a pro rata rate of $25 for every 350m2 or part thereof for business properties. The funds raised from this charge are quarantined to improve the quality and quantity management of the City's stormwater network, over and above the existing works that are currently undertaken. The City plans to expend significant sums towards these important infrastructure improvements in the coming ten years, and this contribution has assisted with the preliminary planning of network enhancements, and in the future will contribute to the delivery of works identified with the Stormwater Management Plan.

Alternative Heritage Floorspace Scheme

The Central Sydney Planning Committee (CSPC) resolved on 17 March 2016 to establish an Alternative Heritage Floor Space (HFS) scheme. The scheme allows developers within Central Sydney to lodge bank guarantees with the City, in order to delay the deadline for the purchase of required HFS.

If, at the maturity date of the planning agreement, the developer has not purchased the required HFS, the bank guarantee/s become payable. In the event that the City redeems a bank guarantee for cash, the funds will be held as restricted cash, pending the identification of an appropriate avenue for disbursement.

Fees and Charges

Fees and user charges are derived from patrons of the City's facilities and services and organisations seeking to use the public domain. Fees and charges income provides around 19.3% of the City's budgeted Income from Continuing Operations for 2022/23.

This category of income includes parking meter and parking station income, planning and building regulation fees, aquatic centre income, venue hire, advertising space income, filming fees and work zone fees. There is a mixture of commercial, regulatory and statutory fees in addition to user-based fees, which are subsidised to provide wider community outcomes.

Fees and charges are determined annually, published in the Revenue Policy within the Operational Plan, and incorporated within the annual operating budget. Assessment of the fees is based on:

- the cost of providing the service
- whether the goods or service are provided on a commercial basis
- the importance of the service to the community
- the capacity of the user to pay
- the impact of the activity on public amenity
- competitive market prices



Image 10: *Streetscape featuring trees and parked cars in Pyrmont*



Image 11: *Awning and upper storeys of QVB*

- prices dictated by legislation; and
- factors specified within relevant local government regulations, as applicable.

The Long Term Financial Plan assumes that fees will rise, in general terms, in line with CPI projections over the course of the ten years. The level of fees and charges income will fluctuate moderately from year depending on patronage and demand for facilities and services.

The uncertainty surrounding the current health orders places challenges on projecting income from continuing operations such as community facilities and venue hire.

Parking Income

Parking income is derived from the City's network of parking meters and two car parking stations located in Goulburn Street, in the Central Business District, and in Kings Cross. Total parking income makes up around 6.8% of the Income from Continuing Operations for the City. Parking income is predicted to rise close to CPI levels over the ten year period of the Long Term Financial Plan.

Other Income

Commercial property income

The City's commercial properties portfolio generates approximately 9.4% of its Income from Continuing Operations, and has been a key revenue source for many years.

The City's long term aim is to maintain and ideally increase the level of income derived from property over the next ten years, to support the anticipated additional demand for community services over the same period, and to ensure that the burden of the City's operational costs are not borne solely by the ratepayer.

The City has primarily invested within the CBD and the major 'gateways' leading into the city centre, including a significant investment property at 343 George Street. This category of income also includes revenue generated from the ninety-nine year lease of the City-owned Queen Victoria Building (QVB) to private operators, to which the City has a residual revenue share entitlement. The impact of Covid-19 with respect to QVB income has been significant which can be attributed to virtually no international visitors.

The City's accounting approach for tenancies under the City's Accommodation Grants Program (AGP) is to recognise gross income (and corresponding gross expenditure). The equivalent commercial rate of rent for these properties is shown as income, with the reduction provided under the AGP recognised as a non-cash (or "in-kind") grant expense.

The City has a property revenue strategy and plan, articulating the goals and actions for the commercial portfolio. A draft strategy incorporating the community property portfolio is currently under development. These documents assist in identifying the future needs of the City and the potential for acquisition and divestment of properties over the long term.

The yields generated by the commercial portfolio are subject to ongoing review in order to identify sub-optimal returns, which may be addressed through either refurbishment, development or disposal if appropriate.

The size and diversity of the portfolio presents an opportunity to grow this stream of income through careful management, divestment and potential re-investment in suitable properties, which assists in alleviating funding pressures on the City's ratepayers.

There is risk to some of the City's commercial property income in light of the pandemic. Last year, Council provided relief measures in line with the Federal Government's Code of Conduct for Commercial Tenancies. These measures included implementing payment plans for tenants under financial distress. Following the conclusion of the Federal Government's Code, the City continues to act in good faith and support tenants on agreed payment plans.

Beyond the short to medium-term impact of Covid-19, the Long Term Financial Plan assumes that rental income will generally grow in line with CPI increases over the longer term, subject to acquisitions or divestments of income generating property. Commercial property markets are subject to demand and supply dynamics that impact on vacancy levels and the rents that can be negotiated.

Enforcement income

Enforcement income refers to the gross revenue generated from the City's ordinance and parking enforcement activities in maintaining a safe city. In 2001, the State Government transferred its powers to the City to enforce parking infringements within the CBD. Further parking enforcement responsibilities were transferred to the City as a result of the 2004 Council amalgamation (with the former South Sydney City Council) and boundary transfer (with the former Leichhardt Municipal Council).

The gross income from enforcements represents around 5.2% of the City's Income from Continuing Operations. However, after paying processing fees to Revenue NSW and deducting other operating costs, 50% of the net income is then remitted to the NSW Government (for CBD and former South Sydney zones), so the City actually only retains income equalling approximately 1.0% of Income from Continuing Operations.

The City utilises its enforcement resources to monitor parking and ordinance issues.

The Long Term Financial Plan incorporates an increase for annual CPI adjustments, reflecting the annual increases previously approved by the State Government. Net enforcement income levels over the longer term may also be influenced by:

- Increase of salaries and wages, or other costs associated with the service
- Improved compliance levels
- Lower infringement collection rates in 2022/23, anticipated to improve in the medium term

Operational Grants and Sponsorship

The City receives grant funding from other government bodies to supplement its other sources of income and provide additional funding for specific projects or programs where there may be shared outcomes.

The City is presently allocated in the order of $7.1M annually from the Commonwealth Government in the form of the Financial Assistance Grants. These are general purpose grants paid to local councils under the provisions of the Commonwealth *Local Government (Financial Assistance) Act 1995*. These funds comprise an unconditional grant, and a smaller local roads component.

Other specific grants are allocated to individual projects or programs, either as part of a National or State scheme, or as a result of a specific grant funding application. The City also participates in projects between other councils and authorities that may also be funded directly by grants from other parties.

The Long Term Financial Plan allows for notional annual increases in line with CPI. Other grant programs have been reviewed and modelled based on their individual project timelines. It is assumed that in the future, new grants will be received but will be offset by commensurate expenditures, resulting in no net financial impact.

There is an ongoing risk that the funding methodology applied to the allocation of the Federal Assistance Grants could be altered and that the City receives a reduction in grant allocations. If this was the case, the City would need to assess its response to any proposed change.



Image 12: *Alfresco outdoor dining at Albion Place Hotel*

Sponsorship is sought and utilised by the City, as either cash or value-in-kind (free use of a private space) to obtain additional resources with which to support specific events, activities or programs. Sponsorships can also enhance the success and public exposure of these activities. Additional sponsorship is actively sought to allow the City to enhance, extend or reduce the cost of current activities or programs, or to develop new ones.

The market for sponsorship remains extremely tight and competitive, and the City as a public authority also maintains an appropriate Grants & Sponsorship policy, to ensure the highest levels of probity and transparency to protect the City's reputation.

Interest Income

The City invests funds that are surplus to its current needs in accordance with the approved "Minister's Orders" and its own Investment Policy and Strategy, which is reviewed annually and approved by Council.

The City's Investment Policy and Strategy for the Management of Surplus Funds was last endorsed by Council in October 2021. It again reflects a prudent and conservative approach, to achieve reasonable returns ensuring the safeguard of the City's funds for the purposes intended, whilst giving preference to Socially Responsible Investments. In a recent positive development, the City has been able to invest funds in a Green Tailored Deposit product brought to the market by Westpac, as well as Green Term Deposits offered by the Commonwealth Bank of Australia.

The City has steadily developed relevant internal cash reserves to be applied towards the major Community Strategic Plan projects over the next ten years, in addition to those external restrictions of funds required by legislation.

The size of the investment portfolio and interest rate returns determine the revenue generated from the Council's cash investment portfolio, and the investment income derived is therefore expected to decline, given the continuing ultra-low interest rate environment and the utilisation of cash reserves in the delivery of the major projects for which they have been set aside. These projections are reflected in the Cash and Investments Balances graph in the financial schedules included later in this Plan.

Capital Income

Developer Contributions

Development contributions provide significant funding towards the cost of essential public facilities, amenities and infrastructure provided by council, reflecting the increased demand generated by increases in resident and worker populations.

The City recently adopted a new contributions plan for Central Sydney in November 2021 under Section 7.12 of the *Environmental Planning and Assessment Act (1979)*. The Central Sydney Contributions Plan (2020) imposes a levy based on development cost, akin to the previous (Section 61) plan, with updated thresholds and contribution rates as follows:

- From $0 - $249,999 a contribution of 0% shall apply;
- From $250,000 - $499,999 a contribution of 1% shall apply;
- From $500,000 - $999,999 a contribution of 2% shall apply; and
- Over $999,999 a contribution of 3% shall apply.

The Central Sydney Contributions Plan (2020) was granted ministerial approval and came into effect commencing 26 November 2021. In addition, the NSW Government has proposed a series of reforms to developer contributions which are yet to be finalised or implemented. Given the inherent uncertainty of these reforms, this iteration of the City's Long Term Financial Plan does not reflect an uplift in contributions or capital works associated with the Central Sydney Contributions Plan (2020).

Section 61 of the *City of Sydney Act (1988)* allows for contributions amounting to 1% of the total development cost, to be levied by Council on building projects over $200,000.

The Central Sydney Development Contributions Plan 2013 was the City of Sydney's Section 61 plan until it was superseded by the section 7.12 Central Sydney Contributions Plan (2020) described above. The plan, adopted in July 2013, operated on a recoupment basis, with contributions income applied to previously completed works, and also incorporated future works items, a number of which were carried forward into the new Section 7.12 plan. Contributions levied under the Central Sydney Development Contributions Plan 2013 will continue to be collected, where developments approved prior to 26 November 2021 proceed to construction.

Image 13: *Blackwattle Bay*





Image 14: *City of Sydney Creative Studios at Bathurst Street*

The remainder of the City of Sydney local government area (eastern, western and southern precincts) is covered by the City's Section 7.11 Plan – the City of Sydney Development Contributions Plan 2015. This plan reflects population and development projections, and a list of essential infrastructure and facilities works to support that development. The plan incorporates the entire local government area (excluding Central Sydney).

State Government requirements restrict the maximum amount of Section 7.11 developer contributions that can be levied and the types of infrastructure and facilities that can be funded through the developer contributions system. In accordance with a Ministerial Direction effective from 16 September 2010, contributions levied on residential development are capped to $20,000 per dwelling or lot created. This cap has not been subject to indexation since its inception, representing a decline in real terms. The cap, combined with the financial pressures associated with rate pegging, significantly constrain the City's ability to fund its capital program. As a result of the contributions cap, it is currently anticipated that a new Section 7.11 plan would not significantly alter existing contributions rates for most new dwellings.

Development contributions are heavily reliant on the property development cycles influenced by demand, availability of land stock, interest rates and access to funding. As a result, there are substantial risks of cash flow not aligning with planned expenditure to be funded by development contribution funding, leaving funding "gaps" that need to be supplemented by other sources until contributions are received.

The use of Voluntary Planning Agreements (VPAs) and, in the case of the Green Square, the Floorspace Bonus Scheme and Developer Rights Scheme (DRS) will also continue to deliver significant public benefits where the City is able to negotiate positive outcomes with developers. Agreements with developers to provide Works in Kind contributions will continue to be linked to the delivery of essential infrastructure, where this mechanism is effective. Alternatively, cash contributions will further assist in directly funding the City's capital works program. In the case of the DRS, the Long Term Financial Plan reflects an uplift to developer contributions over the next ten years, in line with substantial development in Green Square Town Centre, the contributions funding will partly offset the cost of meeting the associated increase in demand for new

infrastructure and facilities in the area. As detailed in the Green Square Town Centre Infrastructure Strategy, the DRS will assist in funding the provision of essential local infrastructure (including roads, drainage, open space and traffic/access infrastructure) and facilities (including childcare centres, libraries and recreational facilities) in Green Square, in conjunction with Section 7.11 and the City's general funds.

Careful planning and regular reviews of forecasts and contributions plans over the life of the Long Term Financial Plan will reduce the risk of committing to expending significant sums for projects without appropriate financial support from developer contributions.

Capital Grants

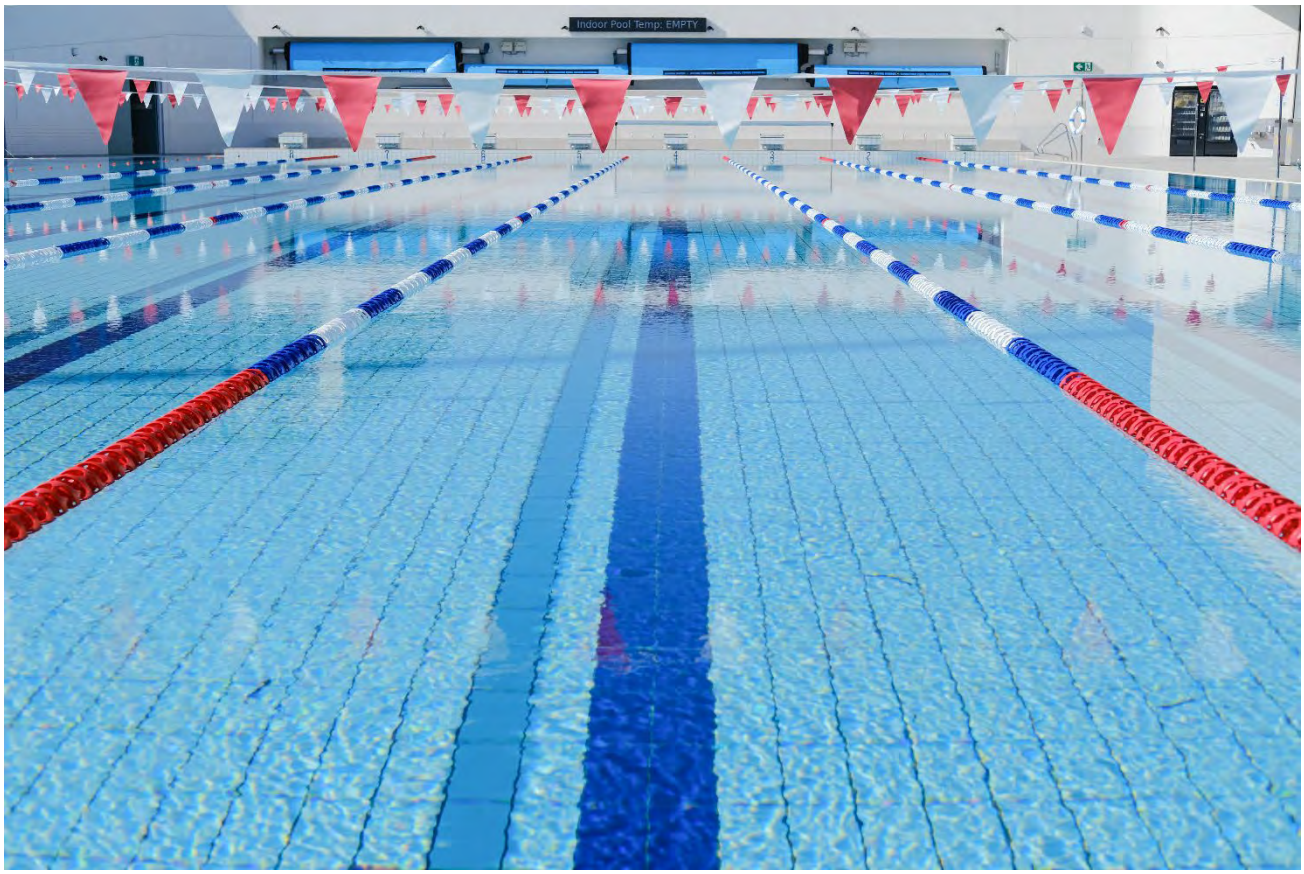
Capital grants are received by the City for specific projects to assist in the funding of community facilities or infrastructure. The grants provide supplementary funding that can assist in accelerating the commencement of a project, demonstrate a shared commitment from the other party or provide a greater benefit arising from the additional funding.

A number of proposed projects over the next ten years will require significant additional sources of funding for the projects to progress. Each of these projects is assessed, and where the funding sources are known, included in the Long Term Financial Plan.

The plan incorporates known committed grants, and a conservative allowance for capital grants income in future years, based on historical availability of grant funding assistance. As specific projects are identified as eligible for grants, the income and budgeted capital expenditure are matched within the plan.

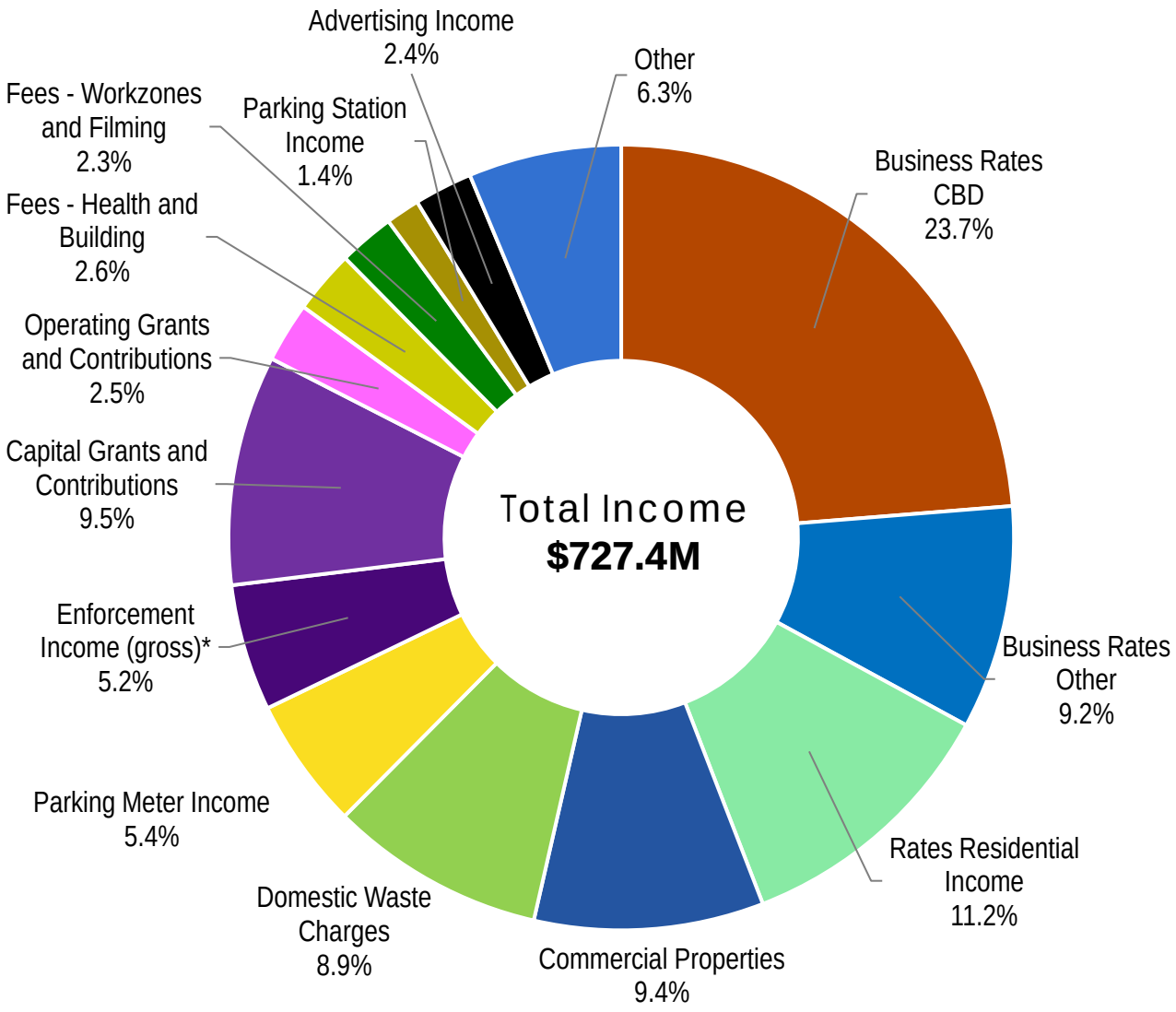
A significant allowance has been made for anticipated grants from NSW Government towards the construction of new cycleways, consistent with the NSW Government's City Access Strategy. This is further detailed in the *Financial Forecasts – Capital and Assets* section of this Plan.

Image 15: *Gunyama Park Aquatic and Recreation Centre*



Total Income Summary

Figure 2: Income Sources as a % of Income from Continuing Operations^



* Note that once processing fees and profit share (returned to NSW State Government) and collection costs are deducted from gross enforcement income, the net value represents approximately 1% of income

^ *Income from Continuing Operations consists of Operating Income, plus significant amounts for Capital Grants & Contributions and Interest and Investment Income*

Expenses from continuing operations

This section includes a review of the City's major expenditure commitments over the next ten years, together with background information and a discussion of any key risks and assumptions.

Operating expenditure is expected to increase in general terms over the next ten years and an average increase for annual CPI growth has been applied to all costs, unless specifically modified on the basis of other data or assumptions.

Employee Costs

The City is a leading NSW local government employer, both directly through its full time equivalent workforce slightly under 2,000 budgeted full time equivalent positions and indirectly through the services it contracts to ensure an efficient, affordable and sustainable service delivery model for the community.

The City aims to build upon its reputation as an "employer of choice" in order to attract and retain quality staff that it will continue to develop, support and assist. The challenge in a competitive marketplace is to achieve these goals and enhance the City's service delivery capability while maintaining salary and wages that are sustainable over the longer term.

Direct employee costs represent 47.8% of the City's total operational expenditure (excluding depreciation), rising from approximately 45% in 2004/05, therefore warranting specific strategic planning, ongoing monitoring and tight management control to ensure financial sustainability.

The City's People Strategy has been prepared in line with the development of this financial plan and considers the current and future workforce challenges and the skill sets of employees required to meet our key objectives.

The People Strategy is intended to provide an understanding of the internal and external issues facing the organisation now and into the future in terms of the capability of our people, the quality of management and leadership and our people culture.

The delivery of the major projects within the Community Strategic Plan will rely on the efficiency of the City's people to plan, implement and manage the many projects, facilities and services.

The People Strategy has identified actions to ensure that the City's employees are capable of delivering the City's plans and key objectives.

Strategies include enhancing recruitment and attraction, customising learning and development needs, building leadership and management capability and supporting effective performance development and management. These programs are incorporated within the current provisions contained in this Long Term Financial Plan.

Future salary and wages costs will be determined as part of periodic award negotiations between the City and relevant unions. The plan contains provisions for increases in line with recent award trends over the ten year period, together with adjustments to staff resourcing to coincide with a transition from capital construction and expansion, towards a program of service delivery and maintenance.

Materials and Services

Material and contract expenditures are another significant proportion of total operating expenditure, with the amount expended fluctuating moderately from year to year, depending on the specific needs and priorities of the services and projects within this category.

The category includes costs for services contracted to external parties for waste collection, facilities management, road maintenance and parks maintenance.

The City has significant infrastructure and facility asset holdings that need to be maintained to a quality standard, whilst providing a broad and diverse range of quality services for its community. Expectations for increasing levels of service and new community facilities and assets will lead to future cost pressures.

Asset management and service planning, together with ongoing reviews of contracts and services, will aim to defray some of these increasing cost demands.



Image 16: *Gunyama Park Aquatic and Recreation Centre*

Other Expenditure

"Other Expenditure" incorporates costs relating to ordinary goods and services which are recurrent in nature. It also includes the costs for producing large community events, payments to utilities, donations to other organisations, communication expenses and contributions to other levels of government that can significantly change over time.

The City commits significant funding to its ongoing community events (including New Year's Eve, Lunar New Year, etc). While there are cost pressures associated with producing and staging these events, there are often discretionary elements and the City has been successful at managing these events within the overall budget framework for major events. Programming is reviewed annually to ensure adequate funding has been allocated for specific events. The increasing cost of public health and security measures for events has also been factored into the plan.

In response to the impact of the pandemic, the City (in conjunction with the NSW Government) has launched a series of street activation initiatives to stimulate the economic recovery of the CBD.

The City also manages a large and diverse annual Grants and Sponsorship program to ensure that financial support is available for the development and delivery of community projects and programs that align with the City's strategic plan outcomes. These programs are tightly managed to ensure that the City supports a broad and diverse range of grant applications that satisfy set criteria, within the approved program.

As noted in the Commercial Property Income section above, the plan accounts for tenancies under the City's Accommodation Grants Program (AGP) as gross income and gross (in-kind) grant expense, reflecting the value of rental abatement provided to tenants under the program.

An analysis of recent trends and project assumptions has identified several items that are likely to increase at higher than the CPI rate. The major items have all been examined and longer term assumptions determined for the following items.

Local Government Elections

The Plan anticipates the NSW Electoral Commission charging around $1.3M for the cost of running the local government elections every four years. The 2021 City of Sydney Local Government elections cost approximately $1.3M, excluding City staff resources. The current Council term has been truncated to

three years. The plan therefore allows for elections in 2024, 2028, and 2032.

The *City of Sydney Amendment (Elections) Bill 2014* passed by the NSW Parliament requires the City to administer a roll of business voters within the LGA for the purposes of compulsory voting, for which no other LGA is obligated in NSW. The City established the Council Elections Unit in 2015/16 to address the onerous compliance requirements of the legislation.

State Government Levies

The City recognises that State Government levies are a legitimate mechanism to distribute the burden of funding certain services and can be used as a financial disincentive to promote a reduction in certain activities, however the levies should be apportioned equitably and used for the nominated outcomes in a transparent manner.

The City contributes in excess of $15.0M annually to the State Government in the form of direct levies. The increase in these changes, in some cases arbitrarily set by the State Government, has in recent years risen significantly higher than CPI for the same period.

The levies paid by the City to other agencies include:

- Waste and Environment Services Levy applied to all waste disposed to landfill (over $7.7M annually)
- Fire & Emergency Services Levy assigned to each council in NSW based to partially fund metropolitan and rural fire services ($4.9M annually)
- Parking Space Levy which applies to commercial car parking spaces within the CBD ($1.8M annually)
- Contributions to the Sydney Region Development Fund managed by the Department of Planning, Industry and Environment ($0.8M annually).

The Waste and Environment Services Levy has historically increased at a rate deliberately set greater than CPI as a price deterrent to additional waste. In 2022/23, the levy rate is anticipated to again rise, although in line with CPI only. The charges for waste and environment levy for domestic waste are fully recovered from ratepayers directly through the Domestic Waste Management Charge, as required by legislation.

The City is also subject to the State's Parking Space Levy, which has again risen disproportionately over recent years, with little advance notice, has had a significant impact on the cost of public and private parking within the City. There are also concerns over what benefits to public transport have been achieved through the use of these specifically quarantined funds.

The City contributes to the Sydney Region Development Fund, to assist with funding a proportion of the loans required for the State to procure lands for open space, transport etc. The City believes that this funding mechanism should be made available to offset the costs of strategic lands acquired by the City in delivering essential infrastructure and open space in the Green Square urban renewal area.

Parking Enforcement Agreement

The Enforcement Income section referenced the 2001 agreement that transferred responsibility to the City for parking enforcement in the CBD, and the requirement for the City to share equally the net revenue with the NSW Government (for the CBD and South Sydney precincts), after deducting all costs associated with this important regulatory and traffic management function.

The City expects to return around $3.0M to the State Government in 2022/23, as per the agreement. This amount fluctuates with the volume of infringements, processing costs and collection rates, however this is linked to the respective enforcement income. In addition, the City will pay Revenue NSW in the order of $5.4M for the processing of infringement notices.

Asset and Infrastructure Maintenance

The City's Asset Management Strategy incorporates the over-arching framework, policies and strategies to manage the critical assets under the City's control, a key measure of long term sustainability.

The plan provides estimates of the planned maintenance levels for each of the major categories of infrastructure assets and the Long Term Financial Plan includes forward estimates for asset maintenance activities including new assets developed, together with provisions for

projects that refurbish, upgrade or create new community facilities and essential infrastructure.

The Long Term Financial Plan and Asset Management Plan together demonstrate the City's capacity to fund the required maintenance and renewal of its critical operational and community assets, in a condition appropriate to meet the needs of the community and the expectations of a global city over the next ten years.

Depreciation

Depreciation of assets is a non-cash expense that systematically allocates the financial benefit of a fixed asset, and recognises degradation of its capacity to continue to provide functionality over time.

Depreciation provides an approximate indicator of the reduction of the asset's estimated useful life, on the proviso that it is maintained in a standard condition.

Depreciation is based upon each asset's value and an annual rate of depreciation calculated on the estimated useful life for each asset class.

Depreciation is not influenced by other factors such as CPI and will only change if asset values or useful lives vary, or assets are acquired or divested. NSW Office of Local Government requires that all assets are revalued to "fair value" within a five-year cycle.

Valuation and depreciation methodologies are regularly reviewed, as part of cyclical asset revaluations and in the interim, as improved asset data becomes available. Updated asset condition data is incorporated into depreciation calculations, with the aim of better aligning asset depreciation with consumption of economic benefit as closely as practical, using available information.

However, depreciation – a notional calculation of asset consumption over its useful life – is not a measure of the required renewal expenditure on an asset in any given year. It does not inherently reflect the actual physical degradation of the asset condition. Depreciation is therefore merely a guide towards the funds that should be allocated towards the renewal of assets either on an annual basis or in the provision of internal reserves to be used for major renewal projects.

Image 17: *City Engineer at Green Square Plus, a local multi-utility providing recycled water, drinking water, wastewater and trade waste services across the precinct*

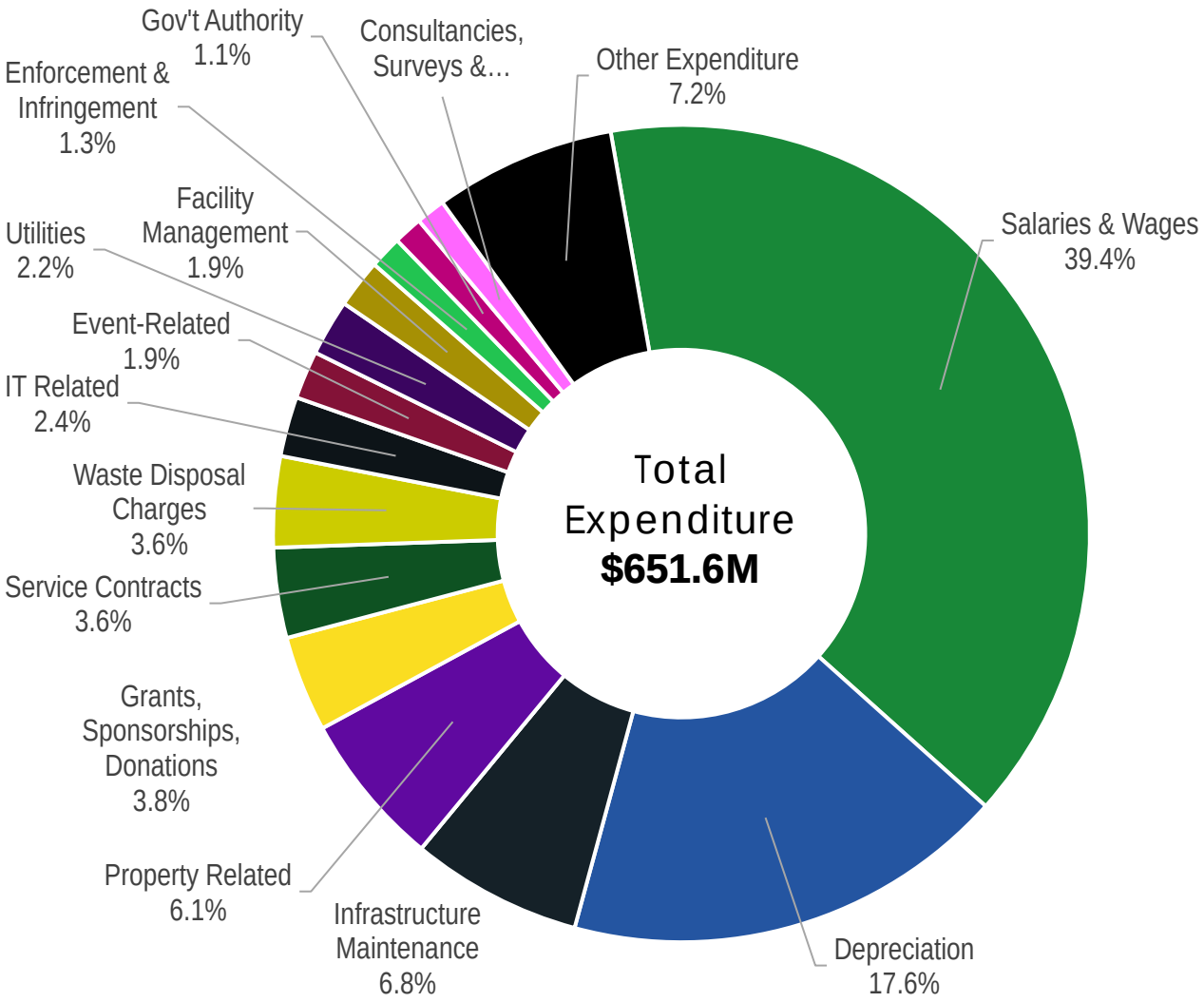


The City's investment in new community facilities and other assets, and periodic revaluation of existing assets will see the depreciable asset base rise over time.

This Plan assumes a continuation of present-day depreciation methodology, and accordingly increases in depreciation expense have been modelled in line with anticipated project completion dates.

Total Expenditure Summary

Figure 3: Expenditure Sources as a % of Expenditure from Continuing Operations



* Expenditure from Continuing Operations consists of Operating Expenditure, plus expense amounts for Depreciation and Capital Project related costs

Financial Forecasts – Capital and Assets

Capital Works Expenditure

Consistent with previous long term financial plans, the City continues to plan for an extensive capital expenditure program, with approximately $2.1 billion expenditure forecast for the construction of infrastructure and facilities over the next ten years.

This significant capital program requires careful planning and financial management, in order to ensure that delivery is achievable whilst maintaining operational service standards.

Asset and Infrastructure Renewal and Upgrade

The City will fund the renewal and upgrade of its infrastructure assets through the allocation of funds to its ongoing maintenance and capital works program. In cases where there is a requirement for major funding outside of this program, this will be achieved by the diversion of funds into an internally restricted reserve fund.

The program for asset renewal, enhancement and for the creation of new assets will be informed by the City's Asset Management Strategy. Over the long term, proposed capital expenditure for replacement, refurbishment and augmentation of key asset classes is expected to meet or exceed the required level, as identified in the Asset Management Strategy.

Capital Works Program

The City, through its capital works program, delivers vital improvements to the City's public domain, roads, footways, stormwater, parks and open spaces, properties, pools and other community facilities. New or replacement facilities are designed and constructed to meet growing community needs, while the existing portfolio of infrastructure and community facilities require upgrades and renewal in addition to their annual maintenance programs.



Image 18: *Green Square construction work*

The capital works program funds the design, construction and refurbishment of City-controlled infrastructure, and is integrated with the asset management strategy plans, with a strong focus on quality service delivery and whole of life planning and management for each asset class.

Capital works funding is the largest program of expenditure in the City's budget over the next ten years and is therefore the subject of rigorous planning to ensure a sustainable level of funding for the timely delivery of key projects.

The ten year Capital Works schedule incorporated estimates of the scope, value and timing of the works and projects based upon the City's priorities, current level of knowledge and best estimates.

The ten year Long Term Financial Plan provides for the funding of the City's significant projects, in order to progress the goals and outcomes within the Community Strategic Plan.

In addition to the major initiatives, the ten year plan also allocates funds for capital programs that both enhance the City's asset base, and

also for all of the City's rolling programs of asset upgrade and renewal to ensure that its public domain infrastructure (including roads, footpaths, drains), traffic management, open space and parks, properties, pools and other community facilities are all maintained in accordance with the relevant asset management plans, and to a quality expected by the community and other stakeholders.

Asset Enhancement Projects

Asset enhancement project groupings incorporate capital works projects resulting in new, extended and/or augmented assets. Whilst these projects may, at times, provide an implicit renewal benefit for existing assets, the main driver for the works is an increased service provision to the community.



Image 19: *Cyclists on cycleways in the city*

Bicycle Related Works

The City is planning to continue construction of its adopted bike network to provide safe connected cycling infrastructure to encourage more people of all ages and abilities to ride safely, both in the city centre and surrounding areas.

Priority routes have been identified to align with changes emerging from the pandemic response. Construction is subject to the necessary approvals and community consultation to ensure optimum outcomes for the community.

Significant capital grants related to the delivery of new cycleways have been incorporated into the plan. These grants are anticipated to be received from the NSW Government based on their own priorities, and expenditure on a number of new cycleways projects is contingent upon the receipt of these grant funds. Should the grants not be received, expenditure on the proposed program will not be achievable, and will need to be revised accordingly. The City continues to work closely with the NSW Government to align project priorities.

Open Space, Parks and Trees

Works to expand and enhance the City's Open Space provision are focused on increased quantity of open space, improved quality and community amenity. The program includes large provisional sums budgeted to deliver the new Open Space envisaged by the City's Development Contributions Plan, addressing increasing future demand created by the City's new population. Significant projects include:

- new parks in the Green Square Town Centre (and wider urban renewal area)
- City Centre Playground
- new synthetic sportsfield at the Crescent, Glebe.

Properties – Community, Cultural and Recreational

The City manages a diverse portfolio of properties and has provided funds for their renewal, refurbishment or enhancement to continue the safe, efficient and sustainable operation of the buildings by commercial tenants, community patrons and staff.

Future provision has been made for the construction of new and upgraded community facilities, in order to meet increased demand as a result of a growing population. As project priorities and opportunities are identified, these provisional sums will be assigned to specific projects. Renewal of community and

recreational facilities is forecast to meet the requirements identified in the Asset Management Strategy, over the ten years of the Plan. Major projects include:

- future works Green Square Public School (in conjunction with NSW Government)
- the Business Innovation Space at Circular Quay
- a future recreation facility at Huntley Street Alexandria
- upgrade of the Pyrmont Community Centre.

Properties – Investment and Operational

Capital works on the City's investment (income-generating) and operational (e.g. depots, administration buildings) properties are generally renewal-driven. A number of enhancement opportunities that improve amenity and/or environmental performance have been identified and the works are included in this iteration of the plan.

Public Art

The City is continuing the delivery of the Green Square public art strategy, commissioning a range of new public artworks within the Green Square precinct.

The Eora Journey in the public domain identifies sites or histories of significance and reveals them so that in time our city's Indigenous story will be fully expressed. Yananurala, the harbour walk will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney harbour foreshore.

These major programs are in addition to smaller, individual public art projects.

Public Domain

The City is committed to delivering innovative urban design projects that improve the quality and scope of the public domain for residents, workers and visitors together, and ensuring the ongoing safety of users of the public domain.

The ten year capital works program incorporates both the construction of new and expanded assets, as well as upgrades that improve the public domain.



Image 20: *Bangala, a public artwork by Jonathan Jones and Aboriginal Elder Aunty Julie Freeman*

The public domain category of works includes:

- New streets in the Green Square Town Centre and wider Green Square Urban renewal area
- Upgrade works in the CBD
- Major improvement and upgrade works for 'Village Centre' streetscapes, including Crown Street, Redfern-Waterloo precinct, Kings Cross/Potts Point and Chinatown

The City intends to create more people friendly streets surrounding the light rail and further develop the pedestrian boulevard to Railway Square by restricting through traffic and widening the footpaths to install more trees and street furniture.

The George Street south pedestrianisation project is well advanced, having created 9,000m2 of additional car-free space in the city centre from Bathurst Street to Rawson Place. The project is supported at all levels of government and will be completed with a $7.1M contribution from the Commonwealth for part of the project on George Street between Bathurst and Goulburn streets and a $1.0M contribution

from the NSW Government for the overall project.

Stormwater Drainage

Major stormwater drainage augmentation projects, arising from Flood Plain Management Studies and in response to community needs in areas experiencing residential growth, are included within the City's capital works program. Major works include the commencement of a trunk drainage project in Joynton Avenue, Zetland. Provisional sums have been included in the later years of the program, to enable the mitigation of potential flooding risks.

Asset Renewal – Rolling Programs

Asset renewal capital programs comprise groups of works focused on restoring and maintaining the service capacity of the City's infrastructure assets and facilities. Whilst a degree of upgrade to older assets is inevitable in most renewal works, the projects are chiefly initiated to restore the service capacity of existing assets.

Open Space, Parks & Trees

The City's parks, open spaces and trees (including City controlled Crown Reserves) are amongst the community's most highly valued assets. Our park and open space network encompasses approximately 212ha throughout the local government area, providing both active and passive places for the community's use and enjoyment.

Along with the continuation of the successful Small Parks and Playgrounds Program, the Street and In-Road Tree Planting Programs and works to enhance Public Domain Landscaping, renewal projects are continuing at Hyde Park, Andrew (Boy) Charlton Pool, Harry Noble Reserve and Woolloomooloo playground.

Infrastructure – Roads, Bridges & Footways

Substantial capital programs are in place to continue the renewal of the City's infrastructure network, particularly: roads, bridges and footways (incorporating cycling and kerb and gutter infrastructure). The programs will ensure that these key asset groups meet or exceed the City's determined 'minimum service levels' and continue to provide the expected amenity to the community. Also captured within these projections is the ongoing CBD Paver In-fill Program, which has successfully improved public domain amenity by replacing existing asphalt and concrete footpaths with granite paving.

Properties Assets

The City manages a diverse portfolio of properties and the long term plan provides funds for their renewal, refurbishment or enhancement to continue the safe, efficient and sustainable operation of the buildings by commercial tenants, community patrons and staff.

Renewal works to the City's corporate and investment portfolio will focus on sustainability and building compliance, along with works to maintain the income generating capacity of commercial properties. Community properties renewal works will focus on meeting safety and environmental standards and maintaining asset service levels in line with community needs. Renewal and upgrade works to Sydney Town Hall and other heritage buildings will continue over the life of the Plan.

Public Art

Programs for the conservation of the City's array of public art incorporate a significant capital renewal program. These targeted restoration works are often highly specialised, and often involve heritage and artist consultation.

Public Domain

Whilst the Infrastructure – Roads, Bridges and Footways renewal programs are focused on major network asset renewals, public domain renewal programs comprise works on additional infrastructure and public space assets, ensuring

that the assets are maintained to a satisfactory standard across the entire local government area.

The public domain category of works includes:

- Traffic and pedestrian improvement works
- Walls, fences, steps, street furniture, retaining structures, survey markers
- Lighting asset renewal and improvement
- Public squares



Image 21: *Foveaux St, Surry Hills, Adam Goodes mural*

Stormwater Drainage

The City is undertaking a program of renewal and replacement of its existing stormwater network, in order to reduce the potential damaging effects of flooding. An extensive CCTV asset inspection project is ongoing, in order to identify priority rectification works on defective assets.

Prioritisation of Projects

The capital works program prioritises projects based on asset condition, risk, community need and other opportunities as they arise with other entities. Over shorter periods, some areas of the local government area may require more capital works than others to reflect short term needs and opportunities.

The need for new assets is constantly assessed and verified against current population and development projections, community feedback and alternative means of supplying services. A further consideration is the priority of refurbishing existing assets that provide community benefits or operational service that require regular refurbishment to enable the overall safety and quality of the facility to be maintained.

The planned rapid growth within the southern section of the City's area will place additional emphasis on prioritising the provision of community facilities and essential infrastructure in line with the development of the significant sites.

Timing

The ten year capital works schedule comprises a mixture of specifically identified and budgeted projects over the shorter term and contains provisional sums over the longer term for programs of work where individual project opportunities have not been determined as yet.

Capacity

Apart from funding constraints, the City has capacity constraints which determine the capital works program delivery timeframe. The constraints in project delivery include extensive community consultation programs, state government approvals, design, stringent procurement processes and availability of labour resources to project manage and implement the projects.

The ten year capital works schedule proposes an annual budget that reflects the demand and capacity to deliver one or two high value projects over a shorter period of a few years and recognises the organisation's delivery capabilities. A small number of very large projects may be totally delivered by other parties and the City may elect to contribute to the project through financial means.

Future Capital Works Program

The City's Long Term Financial Plan, as these major initiatives are completed within the next ten years, demonstrates the City's intention to return to a long term average capital works program of around $180M per annum.

This objective will enable funding for a number of major projects each year, and adequate funding for all of the City's annual asset upgrade and renewal programs, to ensure the renewal and maintenance of our infrastructure and facilities to the required standard for a global City and its surrounding villages.

The City will generate the requisite funds through tightly controlled and well managed operations, interest earnings and capital contributions. While the objective will continue to pose a challenging program to deliver year on year, it is considered appropriate, achievable and financially sustainable.

Plant and Assets (including Technology and Digital Services Projects)

In addition to the renewal and expansion of the City's asset base delivered through the capital works program, the City undertakes a replacement (and, where appropriate) upgrade/expansion program for its plant and equipment type assets. Asset types include motor vehicles, furniture, machinery and information technology hardware.



Image 22: *The City's first electric truck in the city centre*

Additionally, the City has a capital works program to deliver components under the Information and Technology Strategy, incorporating the purchase, development, upgrade and implementation of new and existing software and systems.

The forecasts shown represent asset acquisitions (net of disposals, which aim to recover the residual value of the asset, where a sale is possible). The annual allowance is in the order of $24M and represents the long term target, with specific requirements determined within the Operational Plan each year.

Property Strategy – Acquisition and Divestments

The City controls a wide portfolio of operational, community, commercial and strategic property assets, which it needs to regularly review to confirm as appropriate in light of changing needs, operational and investment requirements.

For the purposes of this financial plan, provisional sums for future property acquisition and divestment have been included (including the utilisation of development contributions in acquiring new land for open space) to reflect how the prospective cash flows would impact the City's cash reserves and financial position.

Purchases of land related to the delivery of the overall Green Square Urban renewal project have been significant. Most of these purchases have been undertaken to facilitate stormwater and road infrastructure delivery, with a number of small acquisitions remaining. The intention remains to divest any residual lands that are not

required, once the essential assets have been constructed or delivered.

Over the life of this plan, the City will identify other specific development, community and investment opportunities for Council consideration within the framework of the City's property strategy. Each of these proposals would then lead to specific acquisition and divestment recommendations that would be brought to Council for their review and direction, subject to relevant community consultation where appropriate, before being formally approved or progressed.

Cash (Funding) Forecasts

Incorporating the above forecasts for operating results, capital income and expenditure and asset acquisitions and disposals, the City projects cash and investments balances across the ten year period of the Long Term Financial Plan.

The projected balances incorporate cash and investments held by the City. The maturity profile of the City's investment portfolio will be determined on a "needs basis", taking into consideration the short term cash requirements of the City, whilst retaining sufficient cash reserves to fund the Capital Works Program. Consideration is given to the effect on the Unrestricted Current Ratio, a key liquidity measure, and on maximising investment returns earned on surplus cash.

The ratio of current vs non-current cash and investments as at 2022/23 is generally assumed to be consistent throughout the plan, with adjustments made where required by timing of expenditure and projected cash restriction balances.

Cash Restrictions

A significant portion of the City's cash and investment reserves is restricted. These restricted balances are forecast in order to ensure that overall cash balances adequately cover the restricted amounts whilst retaining an appropriate level of working capital.

External restrictions represent cash holdings that have not yet been discharged in accordance with the conditions of their receipt.

Internal restrictions are made via Council resolution, generally in order to assign funds to specific projects/purposes or to provide contingency funds for unanticipated circumstances (e.g. Employee Leave Entitlements).

External Restrictions:

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

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

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

Domestic Waste – Any cash surplus from operations is held as a restricted asset to fund future capital expenditure or process improvements to the Domestic Waste collection business, including public education programs.

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

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

Internal Restrictions:

Public Liability Insurance – Monies have been restricted for 100% of the provision.

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

Workers Compensation Insurance – In accordance with actuarial advice, the City restricts funds for 100% of the provision, plus an additional "prudent margin".

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

Commercial Properties – Funds from the divestment of excess commercial properties are

set aside to reinvest and continue the revenue stream from (and maintain diversification of) Council's large commercial and investment property portfolio.

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

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

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

Community Facilities – Cash proceeds from the divestment of properties that no longer fulfil community needs are set aside for the future acquisition or development of property to improved community spaces or replacement facilities that meet future community needs.

Operational Facilities – Cash proceeds from the divestment of surplus operational properties are set aside for the future acquisition or development of properties to supplement or replace buildings within the current operational building assets portfolio that provide infrastructure for the operation of the City's services.

Infrastructure Contingency – Monies are restricted for the immediate funding of urgent and expensive rectification of historic buildings and ageing infrastructure (e.g. Sydney Town Hall, stormwater works).

Supported Accommodation Affordable and Diverse Housing Fund – Proceeds from the sale of selected properties (nominated by Council resolution) are set aside for the future acquisition of land to be utilised in the delivery of additional affordable housing within the City of Sydney LGA.

Heritage Conservation Fund – Monies received through the redemption of bank guarantees provided under the Alternative Heritage Floor Space scheme will be restricted, pending the identification of an appropriate option for their disbursement.

Cash balance forecasts per the Long Term Financial Plan are summarised in the financial schedules attached to this document.



Image 23: *Blackwattle Bay*

Financial Performance Targets

The City has a history of rigorous financial planning, monitoring and reporting, which facilitates a transparent understanding of performance, risks and issues that has served the City well. An early awareness of risks and issues allows the Council and the Executive to amend its plans to mitigate these arising risks and ensure the long term financial sustainability of the City.

This diligence has continued under the Integrated Planning & Reporting (IPR) framework, incorporating input from the other key resourcing strategies of workforce planning, information and communications technology and asset management, and extended to include a longer term forecast horizon.

There are many indicators of financial sustainability. The City continues to develop and monitor a broad suite to ensure that it is aware of any significant concerns to its operational and capital plans. At a high level, the intention at this stage has been to focus on the following industry measures of financial operating sustainability.

Key Performance Measures

Financial performance measures are reported annually as part of the City's annual financial statements. The City targets above benchmark performance where possible, and the following results are prepared in accordance with Office of Local Government required methodologies. With the exception of the Infrastructure Backlog Ratio, which is a snapshot by year, each ratio reflects a three-year average up to the year shown, commencing with 2022/23. Additional detail on projected performance against these ratios is included with the schedules attached to this Plan.

The projections included below are shown in green where the mandated benchmark level is met/exceeded.

Sustainability

Operating Performance Ratio

(Benchmark: greater than 0%)

Widely acknowledged within the sector as a core measure of financial sustainability, this ratio essentially measures a Council's Operating Result excluding Capital Grants & Contributions (which are typically tied to delivery of new capital works). Performance at or above benchmark indicates that the City has the ability to internally generate sufficient funding for its ongoing operations.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
(0.07)%	2.10%	2.87%	2.78%

Three-year average performance up to 2022/23 significantly impacted by the pandemic. Forward estimates assume a return to a typical, business-as-usual operating environment over time.

Own Source Revenue Ratio

(Benchmark: greater than 60%)

A measure of fiscal flexibility, Own Source Revenue refers to a Council's ability to raise revenue through its own internal means, thereby reducing reliance on external sources of income and insulating against negative fluctuations in external funding.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
84.47%	87.64%	90.29%	91.16%

The City will continue to perform at levels in excess of the benchmark. Increasing ratios

reflect the anticipated incremental growth of the City's rating base, relative to other income sources. However, the City will continue to seek a diversified income base, to minimise the burden on ratepayers in funding services and asset delivery.

Building and Infrastructure Asset Renewal Ratio*

(Benchmark: greater than 100%)

This measure is intended to indicate the extent to which a Council is replenishing the deterioration of its building and infrastructure assets (i.e. renewal expenditure as a proportion of annual depreciation expense). The implication of the benchmark is that a Council's annual depreciation expense is the indicative level of required annual renewal of its assets.

The mandated use of depreciation in calculating the required level of asset renewal is flawed, as depreciation (an accounting concept) patterns do not necessarily match the decline of asset service potential and should therefore not be used as a benchmark level for asset renewals.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
88.16%	111.85%	103.63%	108.71%

** The City has utilised calculations of "Required Asset Renewal" from its Asset Management Plan (part of the IPR "suite" of documents) and the ratio projections above reflect this approach.*

The City's Capital Program is expected to generate capital renewal near or above benchmark levels for the entire ten years of the Long Term Financial Plan. The lower projected performance in earlier years of the Plan marks a temporary decline in asset renewal works, as organisational capacity is instead focused on the delivery of significant new assets, particularly during the peak delivery period for Green Square. This is expected to have minimal impact on the assets and their condition. The middle years of the plan project above-benchmark results as delivery capacity is shifted back towards renewal works, before levelling out approximately benchmark level in the later years of the plan.

Infrastructure and Service Management

Infrastructure Backlog Ratio

(Benchmark: less than 2%)

Infrastructure Backlog, in the context of this ratio, refers to an estimated cost to restore the City's assets to a "satisfactory standard", typically through renewal works. With renewal cycles that typically take place over the longer term, it is not unusual that some backlog will occur. Maintaining this ratio at lower levels over the long term will indicate that the service capacity of assets is being effectively maintained.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
1.38%	0.87%	0.67%	0.29%

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise capital works.

Condition assessment methodology evolves regularly, as does official guidance from the Office of Local Government and the sector generally, regarding the assessment of any identified infrastructure "backlog".



Image 24: *Wayfinding signage*

Asset Maintenance Ratio

(Benchmark: greater than 100%)

The extent to which a Council is adequately maintaining its building and infrastructure asset base is measured by expressing actual (planned) maintenance as a proportion of the "required" maintenance expenditure. A ratio result of greater than 100% will indicate the Council is exceeding its identified requirements in terms of maintenance, which in turn should impact positively upon infrastructure backlog and required renewal levels.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
98.25%	98.84%	100.99%	102.84%

Projections shown are within acceptable tolerance

This Long Term Financial Plan, in conjunction with the Asset Management Plan, addresses identified asset maintenance requirements. Maintenance budgets over the life of the plan are forecast to meet benchmark levels as maintenance requirements increase with a growing asset base. Maintenance levels are also considered in conjunction with infrastructure backlog and required asset renewal expenditure levels over time.

Debt Service Ratio

(Benchmark: greater than 0, less than 0.2)

The effective use of debt may assist in the management of "intergenerational equity" and help to ensure that excessive burden is not placed on a single generation of a Council's ratepayers to fund the delivery of long term infrastructure and assets. Other strategies, not reflected in this performance measure, may also achieve an equivalent outcome, and a consistent program of capital delivery will also alleviate the need to excessively burden a particular set of ratepayers.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
0.00%	0.00%	0.00%	0.00%

Whilst the benchmark for this ratio requires a council to utilise at least some debt, the City's history of sound, prudent financial management has resulted in the accumulation of cash reserves and underlying operating surpluses. This Long Term Financial Plan details the effective utilisation of these funds, facilitating the delivery of the ten year capital program without the utilisation of borrowings.

Should circumstances change over the life of the Plan, the City will consider the use of debt, where appropriate, in delivering key projects. This may also encompass the use of internal borrowings, where restricted funds are not required for their specific purpose in the short to medium term.

Efficiency

Real Operating Expenditure per Capita
(Benchmark: less than 2%)

Whilst the difficulty of adequately measuring public sector efficiency is widely acknowledged within the Local Government sector, this measure nevertheless attempts to reflect the extent to which a Council provides "value for money" through savings in underlying (inflation-adjusted) operating expenditure over time, relative to the population serviced.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
Declining Trend	Declining Trend	Declining Trend	Declining Trend

The City's continued strong financial controls are expected to result in better-than-benchmark performance over the ten years of the Plan. This reflects continued efficiency in providing new infrastructure, facilities and services to a growing residential population.

The City continues to argue for a measure that is reflective of the much larger population that utilise its services, infrastructure and facilities, including workers, students and visitors.

Other Key Performance Indicators

Operating Surplus

The City is targeting an Operational Surplus (excluding capital income, interest earnings and depreciation expense) of $121.0M for 2022/23

which is achievable and aligns with current performance levels. Along with interest earnings and capital contributions, this will generate funding of around $186.3M in 2022/23, to be utilised in funding the forecast capital expenditure and asset acquisition programs. Longer term trends will see annual Operational Surpluses of $140.0M or more, with internally generated capital funding averaging around $186.0M annually.

Performance against this target is monitored monthly by the Executive and reported on a quarterly basis to the Council and the public community.

Cash Reserves

The City ensures in its planning process that it holds sufficient cash reserves to satisfy all of its legislative requirements (or external restrictions) as well as the internal restrictions (employee liabilities etc) that it has elected to set aside to ensure prudent financial controls. This minimum total has typically been between $180.0M - $200.0M.

Figure 3 below illustrates the City's cash balances as forecast over the next ten year period. Read in conjunction with the projected Unrestricted Current Ratio, it indicates potential future liquidity challenges as a result of the ongoing Covid-19 disruption. Sustainable liquidity levels are anticipated to return over the period of the Plan, allowing the City to meet its obligations and deliver its capital program whilst maintaining operational service levels.

Fluctuations of projected cash balances are largely a consequence of projected proceeds from the divestment of surplus City-owned properties, and also significant capital works program expenditure.

Supplementary Performance Indicators

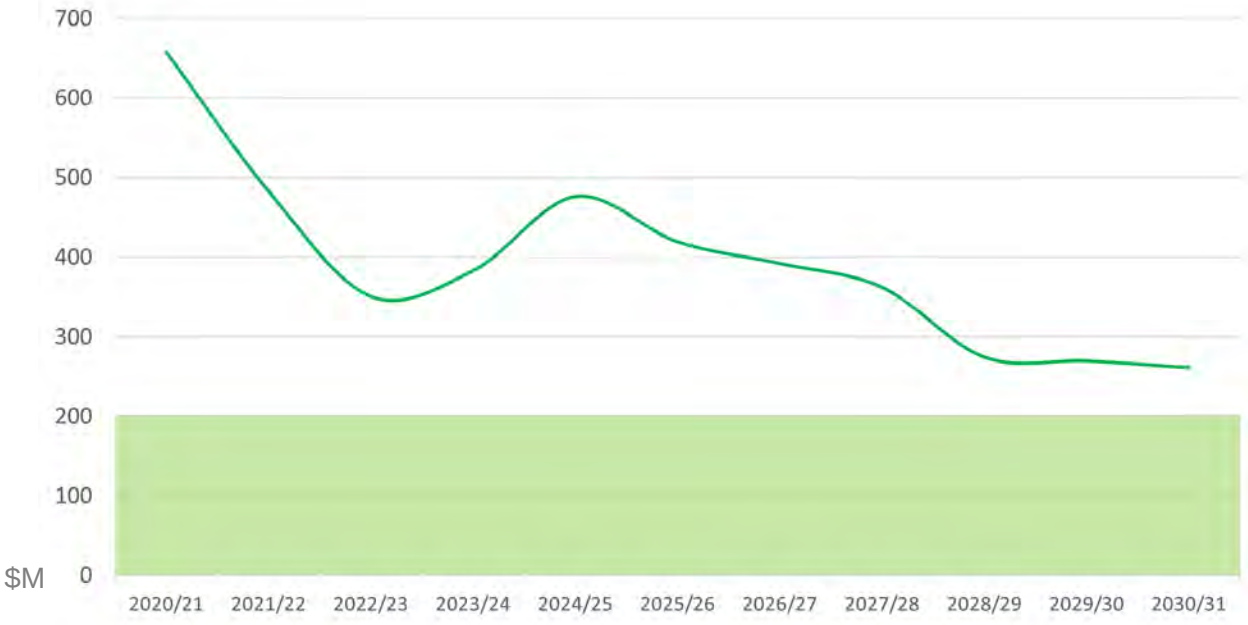
The Local Government Code of Accounting Practice and Financial Reporting (2020/21 financial year) prescribes a series of performance indicators to be compulsorily reported. The City uses these indicators (and respective benchmarks) as key parameters in the financial planning process. These mandated ratios incorporate those included within Fit for the Future, and some additional indicators as detailed below. The ratios (and brief descriptions of their purpose) are as follows:

Unrestricted Current Ratio (Liquidity)

(Benchmark 1 – 1.5 or higher)

The Unrestricted Current Ratio is specific to local government, measuring the adequacy of the City's liquid working capital and its ability to satisfy its financial obligations as they fall due in the short term.

Restrictions placed on various funding sources (e.g. development contributions) complicate the traditional current ratio used to assess liquidity of businesses as cash allocated to specific projects is restricted and cannot be used to meet a Council's other operating and borrowing



costs. The City's ratio was 3.95 for the 2020/21 financial year, reflecting cash reserves accumulated by the City in preparation for initiatives and major projects now underway.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
1.80 : 1	1.82 : 1	1.68 : 1	1.51 : 1

The current (and projected) disruption associated with Covid-19 has negatively impacted the City's forecast cash position, which in turn has had a negative impact on the current ratio. However, budget adjustments made in response to Covid-19 and a return to long term average financial performance over time will ensure that the current ratio remains above benchmark for the ten years of the plan. Reductions in later years reflect the utilisation of cash balances in delivering major capital works initiatives.

Capital Expenditure Ratio

(Benchmark > 1.1)

This indicates the extent to which a Council is forecasting to expand its asset base with capital expenditure spent on both new assets, and replacement and renewal of existing assets. The benchmark is greater than 1.1.

The City questions the value of this ratio as an indicator of financial performance, given the disconnect between depreciation (a retrospective measure) and capital expenditure based on identified future need. Variable annual capital expenditure may also distort the ratio.

Projected Performance:

2022/23	2025/26	2028/29	2031/32
1.99 : 1	1.83 : 1	1.65 : 1	1.60 : 1

Cash Expense Cover Ratio

(Benchmark > 3 months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark is greater than 3 months.

City staff actively monitor cash flow requirements and manage the maturity profile of investments to meet liquidity requirements. During the period of uncertainty associated with Covid-19, additional priority has been given to ensuring high liquidity levels are maintained within the investment portfolio.

Debt Service Coverage Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2. As the City has forecast to remain debt-free over the ten year period of the Resourcing Strategy, this ratio is not applicable.

Interest Cover Ratio

This ratio indicates the extent to which a Council can service its interest bearing debt and take on additional borrowings. It measures the burden of current interest expense upon a Council's operating cash. The benchmark is greater than 4. As the City has forecast to remain debt-free over the ten year period of the Resourcing Strategy, this ratio will not be applicable.

Rates and Charges Outstanding Percentage

This measure indicates a Council's success at recovering its annual rates and charges, with higher percentages of outstanding debts indicating a potential threat to Council's working capital and liquidity.

Whilst this ratio is not a mandatory financial performance measure, the Office of Local Government has previously advised a benchmark of a maximum 5% for metropolitan councils (8% for rural councils). The City maintains a low outstanding rates and charges ratio, usually bell below the 5% benchmark for metropolitan councils. The City continues to monitor performance in collection of rates as a key measure of efficient financial management.

The deferment of quarterly instalment of rate payments has been relatively low, nevertheless, a return to long term averages (i.e. outperforming benchmark) is anticipated over the mid to long term.

Long Term Financial Schedules and Scenario Modelling

The City has produced a number of financial reports to demonstrate its plans and commitments over the ten year horizon of the Long Term Financial Plan.

The following briefly describes these schedules and any assumptions have not been previously discussed throughout the body of the plan.

Additional alternative schedules have been presented for the Income Statement and Cash Flow Forecast, to reflect potential scenarios associated with recovery from the Covid-19 pandemic.

Income and Expenditure (Income Statement)

Income & Expenditure Statements have been provided at summary and detailed level to reflect the City's ten year operational plan, including the 2022/23 budget and future years' forward estimates.

The summary report provides a high level overview, accords with the discussion in this plan, and aligns to the required Annual Financial Reports format.

Scenario Modelling

The 'base case' assumes that the Additional Special Variation to rates income submitted in April 2022 is approved by the Minister for Local Government.

Beyond the base case modelled in the main financial schedules, supplementary Income Statement schedules have been included, modelling additional scenarios related to:

1. variations to Additional Special Variation to rates income not being approved in line with expectations (note scenario 1a and 1b)

2. prolonged impact from the Covid-19 pandemic. Whilst the base case largely reflects a recovery from the worst of the pandemic, this second additional scenario has modelled longer term structural impacts on key income sources:
   - commercial property leasing and licencing income
   - street furniture advertising income
   - venue and facility hire
   - associated impact on investment revenue

Additional income and expenditure reports then provide more detailed information for the base case:

- By main income and expenditure type
- By the City's organisational structure; and
- Distributed by the City's principal activities

Capital Works

The Capital Works budget within the Long Term Financial Plan identifies each major project, rolling program and future project provision over the course of the ten year planning horizon.

The proposed Capital Works program includes a total of $1,862.3M comprising Asset Enhancement programs of $884.2M, Asset Renewal programs of $968.1M and a Capital Contingency sum of $10.0M.

Balance Sheet (Statement of Financial Position)

The Balance Sheet reflects the City's financial assets, liabilities and equity over the ten years of the plan.

The ten year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Cash Flow Forecast

The Cash flow Forecast takes the Net Surplus result from the Income & Expenditure Statement, adjusts for non-cash transactional movements and allows for the Capital Expenditure program to forecast the movements in the City's total Cash Reserves.

Achieving this cash forecast is critical to ensuring the sustainability of the Long Term Financial Plan, and as such it will be one of the key measures that is regularly monitored and reviewed over the life of the plan.

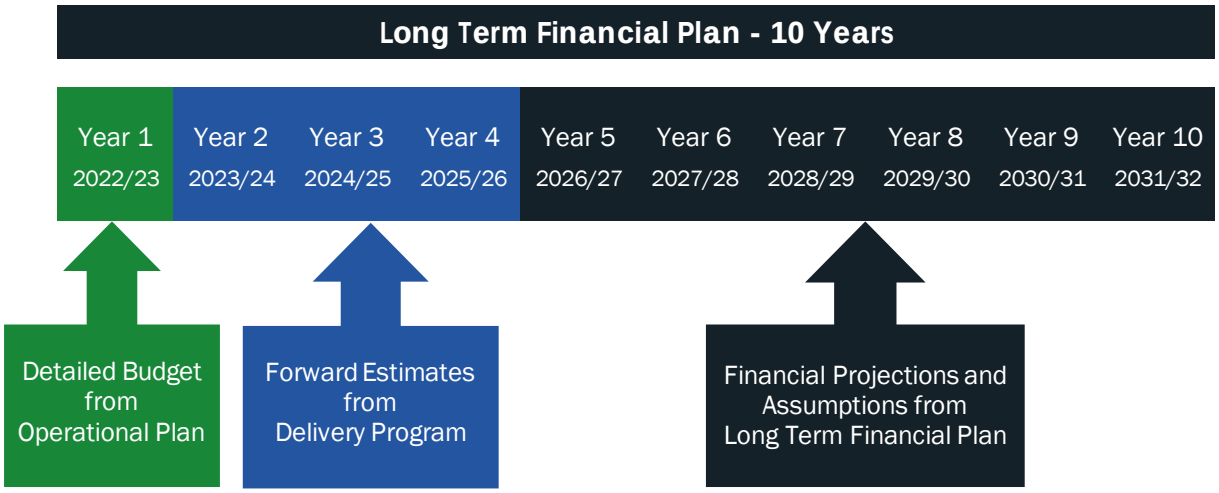
As with the Income Statement, additional Cash Flow schedules have been included, modelling the same additional scenarios related to potential further Covid-19 impacts.

Office of Local Government Performance Measures

Projections relating to key performance measures are included in graphical format to provide additional context and to indicate performance trends over the period of the Plan.

Consistent with the requirements of the Office of Local Government, the Long Term Financial Plan projects financial forecasts for the City for ten years, and is updated annually as part of the development of the Operational Plan.

Figure 4: Ten year timeframe



This page intentionally left blank

City of Sydney
Income Statement

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	146.9	156.7	162.9	157.8	162.7	**1,456.3**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**771.9**	**782.2**	**783.1**	**3,064.6**	**789.1**	**818.2**	**851.8**	**868.3**	**874.6**	**897.7**	**8,164.3**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	162.5	167.4	172.5	177.8	182.9	**1,602.4**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**735.6**	**757.5**	**778.7**	**797.7**	**820.7**	**7,311.9**
Net Operating Result for the Year	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

Budgeted Income Statement

The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result, incorporating ongoing financial impacts of Covid-19 (and subsequent recovery) on the City's operations as detailed in the Long Term Financial Plan. Scenarios reflecting extended impacts of Covid-19 on key income streams have also been modelled and are included after the "base case" scenario financial schedules.

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 above reflects this approach.

Major non-cash items that may impact the City's financial results include:
- the incremental increase / decrease arising from the annual market revaluation of the City's investment properties
- the initial recognition of transferable Heritage Floor Space (HFS) rights

These items will have no initial impact upon the budgeted funds available for the Council and are therefore excluded from the annual budget and future years' financial estimates. Expected realisation of these assets through anticipated sale/divestment is reflected in forward estimates as applicable.

City of Sydney

Detailed Income and Expenditure

Long Term Financial Plan 2022/23 to 2031/32

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Income												
Advertising Income	**17.5**	18.0	18.5	19.1	**73.0**	19.6	20.2	20.8	21.4	22.1	22.7	**199.8**
Annual Charges	**66.5**	68.3	70.1	76.9	**281.8**	79.1	81.4	83.8	86.4	89.0	91.9	**793.5**
Aquatic Facilities Income	**0.1**	0.1	0.1	0.1	**0.5**	0.1	0.1	0.1	0.2	0.2	0.2	**1.4**
Building & Development Application Income	**6.0**	6.1	6.3	6.5	**24.9**	6.7	6.9	7.1	7.3	7.5	7.8	**68.3**
Building Certificate	**1.4**	1.5	1.5	1.5	**5.9**	1.6	1.6	1.7	1.7	1.8	1.8	**16.1**
Child Care Fees	**1.6**	1.7	1.7	1.8	**6.8**	1.8	1.9	1.9	2.0	2.1	2.1	**18.6**
Commercial Properties	**68.7**	77.7	83.1	86.0	**315.5**	78.5	86.4	94.4	98.9	91.8	94.9	**860.4**
Community Properties	**11.5**	12.9	13.2	13.6	**51.2**	14.0	14.4	14.8	15.2	15.6	16.0	**141.0**
Enforcement Income	**37.9**	39.1	40.2	41.4	**158.6**	42.7	44.0	45.3	46.6	48.0	49.5	**434.7**
Footway Licences	**0.0**	1.0	1.5	1.5	**4.0**	1.5	1.5	1.5	1.5	1.5	1.5	**13.0**
Grants and Contributions	**10.9**	9.1	9.3	9.5	**38.7**	9.7	9.9	10.1	10.3	10.5	10.8	**100.0**
Grants - Financial Assistance Grants	**7.1**	7.3	7.5	7.8	**29.7**	8.0	8.2	8.5	8.7	9.0	9.3	**81.5**
Health Related Income	**1.8**	1.8	1.9	2.0	**7.5**	2.0	2.1	2.1	2.2	2.3	2.3	**20.5**
Library Income	**0.1**	0.1	0.1	0.1	**0.4**	0.1	0.1	0.1	0.1	0.1	0.1	**1.0**
Other Building Fees	**11.6**	11.6	11.8	12.1	**47.0**	12.5	12.8	13.2	13.6	14.0	14.5	**127.7**
Other Fees	**3.4**	3.9	4.0	4.1	**15.4**	4.2	4.3	4.5	4.6	4.7	4.8	**42.6**
Other Income	**0.6**	0.6	0.7	0.7	**2.6**	0.7	0.7	0.7	0.8	0.8	0.8	**7.1**
Parking Meter Income	**39.3**	40.1	40.9	41.7	**162.0**	42.5	43.4	44.3	45.1	46.0	47.0	**430.3**
Parking Station Income	**10.2**	9.5	8.7	9.0	**37.3**	9.2	10.7	12.2	12.5	12.9	13.3	**108.2**
Private Work Income	**5.7**	5.9	6.1	6.3	**24.0**	6.5	6.7	6.9	7.1	7.3	7.5	**65.8**
Rates - Business CBD	**172.5**	176.7	181.2	185.7	**716.2**	190.4	195.1	200.0	205.0	210.1	215.4	**1,932.2**
Rates - Business Other	**67.0**	68.8	70.5	72.3	**278.5**	74.1	75.9	77.8	79.8	81.7	83.8	**751.6**
Rates - Residential	**81.5**	83.5	85.6	87.7	**338.2**	89.9	92.1	94.4	96.7	99.1	101.5	**911.9**
Sponsorship Income	**0.4**	0.4	0.5	0.5	**1.8**	0.5	0.5	0.5	0.5	0.5	0.6	**4.9**
Venue/Facility Income	**10.0**	10.3	10.6	10.9	**41.7**	11.2	11.6	11.9	12.3	12.6	13.0	**114.3**
Work Zone	**16.3**	14.3	13.8	14.2	**58.4**	14.6	15.0	15.5	15.9	16.4	16.9	**152.9**
Value in Kind - Revenue	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Total Operating Income	**651.1**	**671.8**	**690.9**	**714.4**	**2,728.2**	**723.4**	**749.2**	**775.9**	**798.3**	**809.7**	**831.9**	**7,416.6**
Operating Expenditure												
Salaries and Wages	**202.1**	208.8	214.3	219.6	**844.7**	225.6	231.8	238.2	244.9	252.2	259.7	**2,297.1**
Other Employee Related Costs	**1.5**	1.5	1.6	1.6	**6.2**	1.7	1.7	1.8	1.8	1.9	1.9	**17.0**
Employee Oncosts	**7.6**	7.8	8.0	8.2	**31.7**	8.5	8.8	9.0	9.3	9.6	9.9	**86.7**
Agency Contract Staff	**12.7**	12.4	12.9	13.2	**51.2**	14.3	14.0	14.5	14.9	15.3	16.6	**140.8**
Superannuation	**23.9**	24.6	25.2	25.9	**99.6**	26.7	26.4	27.2	28.0	28.8	29.7	**266.5**
Travelling	**0.2**	0.2	0.2	0.2	**0.7**	0.2	0.2	0.2	0.2	0.2	0.2	**1.9**
Workers Compensation Insurance	**6.5**	6.7	6.9	7.1	**27.2**	7.3	7.5	7.8	8.0	8.2	8.5	**74.5**
Fringe Benefit Tax	**0.6**	0.6	0.6	0.7	**2.5**	0.7	0.7	0.7	0.7	0.8	0.8	**6.9**
Training Costs (excluding salaries)	**1.2**	1.2	1.2	1.3	**4.9**	1.3	1.4	1.4	1.4	1.5	1.5	**13.5**
Salary Expense	**256.2**	**263.8**	**270.9**	**277.**	**1,068.8**	**286.3**	**292.4**	**300.7**	**309.3**	**318.5**	**328.9**	**2,904.9**

City of Sydney
Detailed Income and Expenditure

Long Term Financial Plan 2022/23 to 2031/32

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Expenditure (continued)												
Bad & Doubtful Debts	**0.5**	0.5	0.5	0.5	**2.0**	0.5	0.5	0.5	0.5	0.5	0.5	**5.0**
Consultancies	**5.3**	5.4	5.6	5.8	**22.0**	5.9	6.1	6.3	6.5	6.7	6.9	**60.3**
Enforcement & Infringement Costs	**8.4**	8.7	8.9	9.2	**35.2**	9.5	9.8	10.0	10.3	10.7	11.0	**96.5**
Event Related Expenditure	**14.4**	14.9	15.3	10.3	**54.9**	10.6	10.9	11.2	11.6	11.9	12.3	**123.4**
Expenditure Recovered	**(4.0)**	(4.1)	(4.3)	(4.4)	**(16.8)**	(4.5)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	**(46.1)**
Facility Management	**12.5**	11.7	11.9	11.5	**47.5**	11.7	12.0	12.3	12.5	12.8	13.1	**121.9**
General Advertising	**1.1**	1.1	1.2	1.2	**4.6**	1.2	1.3	1.3	1.3	1.4	1.4	**12.5**
Governance	**1.8**	1.8	3.3	1.9	**8.8**	2.0	2.0	3.7	2.2	2.2	2.3	**23.1**
Government Authority Charges	**7.4**	7.7	7.9	8.1	**31.1**	8.4	8.6	8.9	9.1	9.4	9.7	**85.3**
Grants, Sponsorships and Donations	**24.7**	23.1	23.9	26.7	**98.4**	25.5	26.3	27.2	31.0	28.9	29.9	**267.1**
Infrastructure Maintenance	**44.1**	45.4	47.8	49.2	**186.4**	50.7	52.7	54.3	55.9	57.8	59.6	**517.3**
Insurance	**5.9**	6.2	6.4	6.7	**25.2**	6.9	7.2	7.5	7.8	8.1	8.4	**71.2**
IT Related Expenditure	**15.3**	15.8	16.3	16.8	**64.2**	17.3	17.8	18.3	18.9	19.4	20.0	**175.9**
Legal Fees	**3.2**	3.3	3.4	3.5	**13.3**	3.6	3.7	3.8	3.9	4.0	4.2	**36.6**
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	**3.6**	3.7	3.8	3.9	**14.9**	4.0	4.1	4.3	4.4	4.5	4.6	**40.8**
Other Operating Expenditure	**10.1**	10.4	10.7	11.0	**42.1**	11.3	11.7	12.0	12.4	12.8	13.1	**115.5**
Postage & Couriers	**1.3**	1.3	1.4	1.4	**5.4**	1.4	1.5	1.5	1.6	1.6	1.7	**14.8**
Printing & Stationery	**1.3**	1.3	1.5	1.4	**5.5**	1.4	1.5	1.7	1.6	1.6	1.7	**15.0**
Project Management & Other Project Costs	**1.1**	1.2	1.2	1.2	**4.7**	1.3	1.3	1.3	1.4	1.4	1.5	**12.8**
Property Related Expenditure	**39.7**	40.9	42.6	43.9	**167.0**	45.2	46.8	48.2	49.7	51.3	52.8	**461.0**
Service Contracts	**23.2**	23.0	24.1	25.1	**95.3**	26.1	27.5	28.6	29.7	30.5	31.4	**269.1**
Stores & Materials	**4.0**	4.2	4.3	4.4	**16.9**	4.6	4.7	4.8	5.0	5.1	5.3	**46.4**
Surveys & Studies	**2.3**	2.4	2.4	2.5	**9.6**	2.6	2.7	2.7	2.8	2.9	3.0	**26.2**
Telephone Charges	**2.6**	2.7	2.8	2.8	**10.9**	2.9	3.0	3.1	3.2	3.3	3.4	**29.8**
Utilities	**12.3**	12.7	13.1	13.5	**51.6**	13.9	14.3	14.7	15.2	15.6	16.1	**141.5**
Vehicle Maintenance	**2.5**	2.5	2.6	2.7	**10.3**	2.8	2.8	2.9	3.0	3.1	3.2	**28.1**
Waste Disposal Charges	**23.4**	24.3	25.3	26.3	**99.3**	27.4	28.5	29.6	30.8	32.0	33.3	**280.8**
Value in Kind - Expenditure	**1.5**	1.6	1.6	1.6	**6.3**	1.7	1.7	1.8	1.9	1.9	2.0	**17.3**
Expenditure	**273.9**	**277.9**	**289.7**	**293.1**	**1,134.6**	**300.3**	**310.8**	**322.4**	**333.6**	**341.1**	**351.5**	**3,094.2**
Total Operating Expenditure (Excl Depreciation)	**530.1**	**541.7**	**560.7**	**570.9**	**2,203.4**	**586.6**	**603.2**	**623.1**	**642.9**	**659.6**	**680.4**	**5,999.1**
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney
Detailed Income and Expenditure

Long Term Financial Plan 2022/23 to 2031/32

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Result	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**
Add Additional Income:												
Interest	**7.5**	6.4	6.5	8.7	**29.1**	9.0	8.2	9.5	9.6	8.2	8.0	**81.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Less Additional Expenses:												
Capital Project Related Costs	**5.8**	9.5	9.5	9.8	**34.6**	9.8	10.0	10.1	10.3	10.4	10.7	**95.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Net Operating Result - Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**359.7**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**	**852.4**

City of Sydney
Operating Budget
Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
City Life	**23.2**	**100.0**	**(76.8)**	**(76.5)**	**(78.8)**	**(77.6)**	**(309.8)**	**(78.0)**	**(80.4)**	**(82.8)**	**(88.4)**	**(88.0)**	**(90.8)**	**(818.2)**
Creative City	1.4	35.7	**(34.2)**	(35.2)	(36.2)	(31.8)	**(137.5)**	(32.8)	(33.8)	(34.8)	(35.8)	(36.9)	(38.0)	**(349.4)**
Grants & Sponsorship	0.1	26.3	**(26.2)**	(24.7)	(25.5)	(28.3)	**(104.7)**	(27.2)	(28.1)	(29.0)	(32.9)	(30.9)	(31.8)	**(284.5)**
Venue Management	11.3	7.1	**4.2**	4.7	4.8	4.9	**18.5**	5.1	5.2	5.4	5.5	5.7	5.8	**51.2**
Social City	8.1	21.2	**(13.1)**	(13.4)	(13.8)	(14.2)	**(54.5)**	(14.6)	(15.0)	(15.5)	(16.0)	(16.4)	(16.9)	**(149.0)**
City Business & Safety	2.0	5.3	**(3.3)**	(3.5)	(3.6)	(3.7)	**(14.2)**	(3.8)	(3.9)	(4.1)	(4.2)	(4.3)	(4.4)	**(38.9)**
City Life Management	0.0	2.1	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.7)**	(2.3)	(2.4)	(2.4)	(2.4)	(2.5)	(2.6)	**(23.3)**
Sustainability Programs	0.2	2.3	**(2.1)**	(2.2)	(2.2)	(2.3)	**(8.8)**	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	**(24.2)**
City Services	**136.4**	**203.2**	**(66.8)**	**(72.6)**	**(77.8)**	**(79.7)**	**(296.9)**	**(82.5)**	**(85.0)**	**(86.8)**	**(89.9)**	**(93.5)**	**(97.0)**	**(831.6)**
Security & Emergency Management	3.6	6.8	**(3.2)**	(3.3)	(3.4)	(3.5)	**(13.4)**	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	**(36.5)**
City Rangers	37.8	26.2	**11.6**	12.0	12.4	12.8	**48.8**	13.2	13.6	14.0	14.4	14.8	15.3	**134.0**
Parking & Fleet Services	49.5	16.1	**33.5**	33.1	32.6	33.2	**132.3**	33.7	35.5	37.3	38.0	38.7	39.3	**354.9**
City Greening & Leisure	1.6	43.2	**(41.6)**	(42.6)	(44.2)	(44.7)	**(173.1)**	(45.9)	(47.7)	(49.0)	(50.4)	(51.9)	(53.3)	**(471.3)**
City Services Management	0.0	0.5	**(0.5)**	(0.5)	(0.3)	(0.1)	**(1.4)**	0.1	0.3	0.5	0.7	0.7	0.8	**1.8**
City Services Strategy	0.0	0.8	**(0.8)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	**(9.6)**
City Infrastructure & Traffic Operations (CITO)	42.9	40.3	**2.6**	0.2	(1.2)	(1.3)	**0.3**	(1.4)	(1.7)	(1.8)	(1.9)	(2.2)	(2.3)	**(10.9)**
Cleansing & Waste	1.0	69.3	**(68.3)**	(70.5)	(72.8)	(75.2)	**(286.9)**	(77.7)	(80.3)	(83.0)	(85.8)	(88.6)	(91.6)	**(793.9)**
City Planning Development & Transport	**19.8**	**38.4**	**(18.7)**	**(19.4)**	**(20.1)**	**(20.6)**	**(78.8)**	**(21.3)**	**(21.9)**	**(22.6)**	**(23.2)**	**(23.9)**	**(24.7)**	**(216.4)**
Health & Building	2.2	14.8	**(12.5)**	(12.8)	(13.2)	(13.6)	**(52.1)**	(14.0)	(14.4)	(14.8)	(15.3)	(15.7)	(16.2)	**(142.4)**
Construction & Building Certification Services	10.8	2.9	**7.8**	7.8	7.8	8.1	**31.5**	8.3	8.5	8.8	9.1	9.3	9.6	**85.2**
Planning Assessments	5.9	14.7	**(8.7)**	(8.9)	(9.2)	(9.4)	**(36.2)**	(9.7)	(10.0)	(10.3)	(10.6)	(10.9)	(11.2)	**(98.9)**
Strategic Planning & Urban Design	0.8	6.1	**(5.3)**	(5.4)	(5.6)	(5.7)	**(22.0)**	(5.9)	(6.1)	(6.3)	(6.5)	(6.6)	(6.8)	**(60.2)**
Chief Operations Office	**80.5**	**89.6**	**(9.1)**	**(0.4)**	**2.7**	**3.2**	**(3.6)**	**(6.8)**	**(1.8)**	**3.4**	**5.1**	**(5.0)**	**(4.9)**	**(13.6)**
Chief Operations Office	0.0	0.9	**(0.9)**	(0.9)	(0.9)	(0.9)	**(3.5)**	(0.9)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	**(9.2)**
City Property	80.5	66.0	**14.5**	23.8	27.5	28.7	**94.5**	19.4	25.2	31.3	33.8	24.6	25.5	**254.2**
City Design	0.0	4.3	**(4.3)**	(4.4)	(4.5)	(4.7)	**(17.9)**	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(5.6)	**(48.9)**
Infrastructure, Sustainability and Performance	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(2.0)	**(7.5)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	**(20.5)**
Asset Strategy & Systems	0.0	0.8	**(0.8)**	(0.8)	(0.9)	(0.9)	**(3.4)**	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	**(9.4)**
Green Infrastructure	0.0	0.0	**(0.0)**	(0.0)	(0.0)	(0.0)	**(0.0)**	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	**(0.1)**
Green Square	0.0	0.7	**(0.7)**	(0.7)	(0.8)	(0.8)	**(3.0)**	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	**(8.1)**
City Transformation	0.0	0.2	**(0.2)**	(0.2)	(0.2)	(0.2)	**(0.8)**	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	**(2.2)**
City Access	0.1	4.5	**(4.5)**	(4.6)	(4.7)	(4.9)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.5)	(5.6)	(5.8)	**(51.0)**
CPP - Development & Strategy	0.0	4.2	**(4.2)**	(4.3)	(4.5)	(4.6)	**(17.6)**	(4.7)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	**(48.3)**
CPP - Professional Services	0.0	4.7	**(4.7)**	(4.9)	(5.0)	(5.1)	**(19.7)**	(5.3)	(5.4)	(5.6)	(5.8)	(5.9)	(6.1)	**(53.9)**
CPP - Infrastructure Delivery	0.0	1.1	**(1.1)**	(1.1)	(1.1)	(1.2)	**(4.5)**	(1.2)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.4)**
Project Management Office	0.0	0.3	**(0.3)**	(0.4)	(0.4)	(0.4)	**(1.4)**	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	**(3.9)**

City of Sydney

Operating Budget

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

$M	2022/23 Income	2022/23 Expenditure	2022/23 Op Surplus / (Deficit)	2023/24 Op Surplus / (Deficit)	2024/25 Op Surplus / (Deficit)	2025/26 Op Surplus / (Deficit)	**4 Year Total Op Surplus / (Deficit)**	2026/27 Op Surplus / (Deficit)	2027/28 Op Surplus / (Deficit)	2028/29 Op Surplus / (Deficit)	2029/30 Op Surplus / (Deficit)	2030/31 Op Surplus / (Deficit)	2031/32 Op Surplus / (Deficit)	**10 Year Total Op Surplus / (Deficit)**
Chief Executive Office	**0.0**	**9.6**	**(9.6)**	**(9.9)**	**(10.2)**	**(10.4)**	**(40.1)**	**(10.8)**	**(11.1)**	**(11.4)**	**(11.8)**	**(12.1)**	**(12.5)**	**(109.7)**
Office of the Lord Mayor	0.0	3.9	**(3.9)**	(4.0)	(4.1)	(4.2)	**(16.2)**	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(5.0)	**(44.3)**
Secretariat	0.0	1.8	**(1.8)**	(1.8)	(1.9)	(1.9)	**(7.4)**	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	**(20.3)**
Councillor Support	0.0	2.2	**(2.2)**	(2.3)	(2.3)	(2.4)	**(9.3)**	(2.5)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	**(25.3)**
Chief Executive Office	0.0	1.7	**(1.7)**	(1.8)	(1.8)	(1.9)	**(7.2)**	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	**(19.7)**
Strategy, Engagement & Communications	**0.8**	**19.5**	**(18.7)**	**(18.6)**	**(19.1)**	**(19.7)**	**(76.1)**	**(21.0)**	**(20.9)**	**(21.6)**	**(22.3)**	**(23.0)**	**(24.5)**	**(209.4)**
Strategy, Engagement & Communications	0.1	13.6	**(13.5)**	(13.2)	(13.6)	(14.0)	**(54.3)**	(15.1)	(14.8)	(15.3)	(15.7)	(16.2)	(17.5)	**(149.1)**
New Strategic Outcomes	0.0	0.2	**(0.2)**	(0.2)	(0.3)	(0.3)	**(1.0)**	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	**(2.7)**
Resilience	0.7	1.2	**(0.5)**	(0.5)	(0.6)	(0.6)	**(2.3)**	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.9)	**(6.8)**
City Engagement	0.0	2.0	**(2.0)**	(2.1)	(2.1)	(2.2)	**(8.4)**	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	**(23.1)**
Sustainability	0.0	1.5	**(1.5)**	(1.6)	(1.6)	(1.7)	**(6.4)**	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	**(17.5)**
Indigenous Leadership & Engagement	0.1	0.9	**(0.9)**	(0.9)	(0.9)	(1.0)	**(3.7)**	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	**(10.2)**
People Performance & Technology	**2.9**	**52.5**	**(49.6)**	**(51.1)**	**(52.5)**	**(53.9)**	**(207.1)**	**(55.5)**	**(57.1)**	**(58.8)**	**(60.6)**	**(62.4)**	**(64.3)**	**(565.7)**
Customer Service	2.8	7.3	**(4.5)**	(4.6)	(4.7)	(4.8)	**(18.6)**	(5.0)	(5.1)	(5.3)	(5.4)	(5.6)	(5.8)	**(50.8)**
Internal Office Services	0.0	0.3	**(0.3)**	(0.3)	(0.3)	(0.3)	**(1.2)**	(0.3)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	**(3.3)**
Corporate Human Resources	0.0	6.6	**(6.6)**	(6.8)	(7.0)	(7.2)	**(27.7)**	(7.4)	(7.7)	(7.9)	(8.1)	(8.4)	(8.6)	**(75.8)**
Work Health & Safety	0.0	2.2	**(2.2)**	(2.2)	(2.3)	(2.4)	**(9.1)**	(2.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	**(24.8)**
People Performance & Technology	0.0	1.2	**(1.2)**	(1.3)	(1.3)	(1.3)	**(5.1)**	(1.3)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	**(12.9)**
Business & Service Improvement	0.0	1.1	**(1.1)**	(1.2)	(1.2)	(1.2)	**(4.7)**	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	**(12.9)**
Data & Information Management Services	0.0	8.2	**(8.2)**	(8.5)	(8.7)	(8.9)	**(34.3)**	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	**(93.9)**
Technology & Digital Services	0.0	25.5	**(25.5)**	(26.2)	(27.0)	(27.8)	**(106.4)**	(28.6)	(29.4)	(30.3)	(31.2)	(32.2)	(33.1)	**(291.3)**
Chief Financial Office	**0.6**	**11.2**	**(10.6)**	**(10.9)**	**(11.0)**	**(11.3)**	**(43.9)**	**(11.7)**	**(12.0)**	**(12.4)**	**(12.8)**	**(13.1)**	**(13.5)**	**(119.4)**
Legal & Governance	**1.9**	**14.9**	**(13.0)**	**(13.4)**	**(15.5)**	**(14.3)**	**(56.1)**	**(14.7)**	**(15.3)**	**(17.6)**	**(16.3)**	**(16.9)**	**(17.4)**	**(154.3)**
Corporate Costs	**385.1**	**(8.8)**	**393.9**	**402.9**	**412.4**	**427.9**	**1,637.1**	**439.0**	**451.5**	**463.4**	**475.5**	**488.0**	**501.1**	**4,455.7**
Council	**651.1**	**530.1**	**121.0**	**130.1**	**130.2**	**143.5**	**524.8**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**	**1,417.5**

City of Sydney

Summary of Income and Expenditure by Principal Activity

The schedule below reflects the Strategic Directions from *Sustainable Sydney 2030-2050* as 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 all) 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. Other Principal Activities (such as Design excellence and sustainable development), will be delivered primarily via operational expenditure, rather than directly through capital works.

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2022/23) to better reflect the allocation of Council funds towards these major directions.

$'M	2022/23 Income	2022/23 Expenditure	2022/23 Net Surplus/ (Deficit)	2022/23 Capital	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
					Net Surplus/(Deficit) by Year								
Responsible governance and stewardship	490.0	284.6	**205.4**	**36.5**	243.6	246.4	248.3	242.7	256.8	276.2	278.6	276.0	284.9
A leading environmental performer	1.0	88.6	**(87.6)**	**21.0**	(91.1)	(94.0)	(96.9)	(100.1)	(103.6)	(106.9)	(110.4)	(113.9)	(117.6)
Public places for all	45.1	75.7	**(30.6)**	**84.8**	(32.5)	(35.3)	(35.5)	(36.6)	(38.1)	(39.3)	(40.4)	(41.9)	(43.1)
Design excellence and sustainable development	82.9	46.4	**36.5**	**0.0**	28.6	23.8	12.1	11.5	12.6	10.2	12.5	6.5	5.5
A city for walking, cycling and public transport	51.3	15.5	**35.9**	**45.7**	35.6	35.2	35.9	36.5	38.4	40.3	41.0	41.8	42.6
An equitable and inclusive city	7.2	38.7	**(31.4)**	**0.7**	(35.7)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)	(44.9)
Resilient and diverse communities	46.9	51.7	**(4.8)**	**12.5**	0.5	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.5
A thriving cultural and creative life	0.7	11.8	**(11.2)**	**3.5**	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(13.0)	(13.4)	(13.8)	(14.3)
A transformed and innovative economy	2.3	32.0	**(29.6)**	**7.5**	(30.2)	(31.1)	(26.5)	(28.0)	(28.1)	(29.0)	(29.8)	(30.7)	(32.5)
Housing for all	0.0	5.4	**(5.4)**	**0.0**	(2.6)	(2.8)	(4.9)	(3.1)	(3.3)	(3.5)	(6.7)	(3.9)	(4.1)
Total Council	**727.4**	**650.3**	**77.1**	**212.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**

City of Sydney

Capital Works Expenditure Summary

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 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.

$'M	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	*32.5*	**21.8**	27.2	20.1	0.3	**69.4**	2.3	6.3	2.1	6.5			**86.6**	**119.0**
Green Infrastructure	*31.9*	**2.1**	0.5	1.6	1.8	**6.0**	0.9	0.3					**7.2**	**39.1**
Open Space & Parks	*96.9*	**18.4**	26.1	18.8	17.3	**80.6**	20.4	27.2	24.1	18.3	24.1	26.3	**221.0**	**317.9**
Properties - Community, Cultural and Recreational	*128.8*	**19.6**	16.3	17.8	4.5	**58.3**	18.5	14.3	17.0	13.4	12.0	11.0	**144.5**	**273.2**
Properties - Investment and Operational	*6.7*	**1.1**			0.4	**1.5**	2.5	6.0	19.0	17.0	11.5	8.0	**65.5**	**72.2**
Public Art	*7.4*	**2.8**	2.9	2.2	1.6	**9.4**	1.8	0.8	1.5	1.5	1.5	1.0	**17.5**	**25.0**
Public Domain	*188.3*	**36.6**	32.8	26.5	30.6	**126.5**	15.9	32.7	22.1	19.8	28.9	31.1	**277.0**	**465.3**
Stormwater Drainage	*79.9*	**9.3**	14.6	4.2	4.2	**32.3**	5.0	5.7	5.7	5.6	5.6	5.1	**64.9**	**144.8**
Asset Enhancement Projects Total	**572.3**	**111.7**	**120.4**	**91.4**	**60.6**	**384.1**	**67.2**	**93.3**	**91.5**	**82.1**	**83.6**	**82.5**	**884.2**	**1,456.5**
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		**11.8**	16.3	15.0	17.8	**60.9**	19.2	20.1	20.9	21.6	22.9	22.9	**188.5**	**188.5**
Open Space & Parks		**21.3**	26.3	28.2	23.1	**99.0**	20.3	24.6	27.6	27.2	29.1	28.7	**256.5**	**256.5**
Properties Assets		**29.2**	38.4	36.8	34.7	**139.0**	39.1	32.0	28.3	27.7	27.7	27.4	**321.2**	**321.2**
Public Art		**1.2**	1.4	1.4	0.7	**4.8**	0.9	1.0	0.8	0.7	0.8	0.9	**9.9**	**9.9**
Public Domain		**24.0**	15.7	12.6	11.8	**64.1**	11.6	12.5	13.5	12.9	16.0	18.2	**148.8**	**148.8**
Stormwater Drainage		**3.0**	6.0	6.0	6.0	**21.0**	4.0	3.7	3.7	3.7	3.7	3.7	**43.2**	**43.2**
Asset Renewal Programs Total		**90.5**	**104.1**	**100.0**	**94.1**	**388.7**	**95.1**	**93.8**	**94.7**	**93.8**	**100.1**	**101.8**	**968.1**	**968.1**
TOTAL CAPITAL WORKS	**572.3**	**202.1**	**224.5**	**191.4**	**154.7**	**772.8**	**162.3**	**187.1**	**186.2**	**175.9**	**183.7**	**184.3**	**1,852.3**	**2,424.6**
Contingency														
Capital Works Contingency		**10.0**				**10.0**							**10.0**	**10.0**
Total Contingency		**10.0**	**0.0**	**0.0**	**0.0**	**10.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**10.0**	**10.0**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
Belmore Park	*Open Space & Parks - Asset Renewal*	*0.4*	**0.0**		0.2	0.6	**0.8**	2.0	4.0	4.0	2.2			**13.0**	**13.4**
Open Space Renewal - Hyde Park Lighting	*Open Space & Parks - Asset Renewal*	*1.0*	**0.5**	8.2	5.0	1.2	**15.0**							**15.0**	**16.0**
Customs House – Façade Upgrade stage 2	*Properties Assets - Asset Renewal*	*0.7*	**0.2**	1.3	3.9	3.4	**8.9**							**8.9**	**9.6**
Town Hall House, Façade Remediation	*Properties Assets - Asset Renewal*	*0.8*	**0.5**	3.8	4.4	3.0	**11.7**							**11.7**	**12.4**
343 George St - Facade Remediation & Facade Lighting	*Properties Assets - Asset Renewal*	*0.9*	**3.0**	2.8		2.5	**8.3**	5.9	1.6					**15.8**	**16.7**
Sydney Town Hall External Works Stage 3	*Properties Assets - Asset Renewal*	*10.1*	**2.2**	2.1	2.1		**6.4**							**6.4**	**16.5**
Woolworths Building - Façade Remediation	*Properties Assets - Asset Renewal*	*4.1*	**1.9**				**1.9**							**1.9**	**6.0**
Sydney Park Brick Kilns - Renewal Works	*Properties Assets - Asset Renewal*	*0.5*	**0.8**	3.8	6.1	4.9	**15.5**							**15.5**	**16.0**
Goulburn St Parking Station - Whole of structure remediation	*Properties Assets - Asset Renewal*		**1.0**	4.8	4.8	4.8	**15.3**	4.8	1.2	1.2	1.2	1.2	1.2	**26.0**	**26.0**
Bay Street East - Depot Redevelopment	*Properties Assets - Asset Renewal*		**0.5**	2.0	3.0	10.0	**15.5**	20.0	7.0					**42.5**	**42.5**
City Centre Public Spaces - Shakepeare Place	*Public Domain - Asset Renewal*		**0.0**				**0.0**					3.0	3.0	**6.0**	**6.0**
Oxford St wedt and Liverpool St Cycleway	*Bicycle Related Works - Asset Enhancement*	*0.5*	**1.0**	7.5	2.6		**11.1**							**11.1**	**11.6**
Erskineville Alexandria Precinct Cycleway Links	*Bicycle Related Works - Asset Enhancement*	*3.2*	**3.2**	2.8			**6.0**							**6.0**	**9.2**
Castlereagh Street Cycleway - North	*Bicycle Related Works - Asset Enhancement*	*1.0*	**4.7**	10.3	6.4		**21.4**							**21.4**	**22.4**
College Street Cycleway	*Bicycle Related Works - Asset Enhancement*	*1.1*	**4.3**				**4.3**							**4.3**	**5.4**
Surry Hills to Central Cycleway	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4			**0.5**				5.2			**5.7**	**5.7**
King St Cycleway - Stage 2	*Bicycle Related Works - Asset Enhancement*	*2.9*	**0.5**	0.4	2.0	0.2	**3.0**	0.4	1.5					**4.9**	**7.8**
Forest Lodge to City South Bike Network Link	*Bicycle Related Works - Asset Enhancement*	*0.2*	**2.0**	1.8	3.2		**7.0**							**7.0**	**7.2**
Wellington Street Bike Network Link	*Bicycle Related Works - Asset Enhancement*		**0.2**	0.4	4.5		**5.0**							**5.0**	**5.0**
Drying Green Park	*Open Space & Parks - Asset Enhancement*	*22.5*	**0.2**				**0.2**							**0.2**	**22.6**
Wimbo Park Surry Hills	*Open Space & Parks - Asset Enhancement*	*1.3*	**1.3**	3.6			**4.9**							**4.9**	**6.2**
City Centre Playground Works	*Open Space & Parks - Asset Enhancement*	*1.1*	**0.2**	0.9	4.8	0.8	**6.6**							**6.6**	**7.8**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
New Linear Park - Euston Road To Bourke Road	*Open Space & Parks - Asset Enhancement*		**0.0**			2.0	**2.0**	2.0	3.0	3.0				**10.0**	**10.0**
Synthetic Sports Field Installations - Perry Park	*Open Space & Parks - Asset Enhancement*	*1.0*	**2.2**	5.1	0.5		**7.8**							**7.8**	**8.7**
Alexandria School and Park Synthetic Sportsfield - Joint Use	*Open Space & Parks - Asset Enhancement*	*4.2*	**3.0**	1.0			**4.0**							**4.0**	**8.2**
Mandible Street Sports Precinct	*Open Space & Parks - Asset Enhancement*		**0.0**	0.3	0.3	0.5	**1.0**	5.0	14.0	10.0				**30.0**	**30.0**
Sydney Park - Fmr Nursery Re-use	*Open Space & Parks - Asset Enhancement*		**0.2**	0.8	2.0	2.2	**5.2**	1.3						**6.4**	**6.4**
Gunyama Park Stage 2 & George Julius Avenue North	*Open Space & Parks - Asset Enhancement*	*0.1*	**0.4**	8.0	8.4	1.7	**18.4**							**18.4**	**18.4**
Moore Park - Golf Course Conversion to Open Space	*Open Space & Parks - Asset Enhancement*		**0.0**				**0.0**			0.3	0.7	4.5	4.5	**10.0**	**10.0**
City North Observatory Hill Park Masterplan Upgrade	*Open Space & Parks - Asset Enhancement*						**0.0**	0.3	1.2	0.5				**2.0**	**2.0**
SSHS - Stage 2 (Cultural/Community/Health Facilities)	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*4.9*	**8.7**	7.1	4.0		**19.8**							**19.8**	**24.7**
New Childcare - Fig & Wattle Street Ultimo	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	8.0						**8.0**	**8.0**
Sports Facilities - Fig and Wattle Depot Site	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**				**0.0**	7.0						**7.0**	**7.0**
Huntley Street Recreation Centre - Development	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**0.4**	6.0	10.8	1.5	**18.6**							**18.6**	**20.0**
George Street - Lend Lease Circular Quay VPA	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.3*	**7.5**				**7.5**							**7.5**	**8.8**
Pyrmont Community Centre Upgrade	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*1.0*	**1.8**	2.9			**4.7**							**4.7**	**5.7**
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	*Properties - Community, Cultural and Recreational - Asset Enhancement*		**0.0**			0.2	**0.2**	0.6	3.0	5.0	3.2			**12.0**	**12.0**
Bay St West - Former Depot Site Redevelopment	*Properties - Investment and Operational - Asset Enhancement*		**0.0**				**0.0**	0.5	3.0	15.0	15.0	6.5		**40.0**	**40.0**
City Centre - Barrack St masterplan	*Public Domain - Asset Enhancement*	*0.0*	**0.2**	0.5	0.9	4.1	**5.7**							**5.7**	**5.7**
Hinchcliffe St (North), Woolpack St & Barker St (South)	*Public Domain - Asset Enhancement*	*0.3*	**0.0**			0.0	**0.0**		6.5					**6.5**	**6.8**
Zetland Ave (West) - Paul St to Portman St	*Public Domain - Asset Enhancement*	*8.1*	**1.4**				**1.4**							**1.4**	**9.6**
Green Square to Ashmore Connection	*Public Domain - Asset Enhancement*	*14.6*	**7.7**	6.8	2.0		**16.5**							**16.5**	**31.2**
Kings Cross Public Domain - Macleay Street	*Public Domain - Asset Enhancement*	*11.9*	**0.4**				**0.4**							**0.4**	**12.3**
Crown Street Public Domain	*Public Domain - Asset Enhancement*	*0.8*	**3.5**	6.3	6.6	7.0	**23.4**	3.7						**27.1**	**27.9**

City of Sydney

Capital Works Individual Projects > $5M

$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	**Project Group**														
Regent Street Redfern	*Public Domain - Asset Enhancement*		**0.0**		0.3	0.7	**1.0**	5.0	7.0	5.0				**18.0**	**18.0**
George Street South Pedestrianisation	*Public Domain - Asset Enhancement*	*29.9*	**13.6**				**13.6**							**13.6**	**43.5**
Danks Street South - Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**				5.0			**5.0**	**5.0**
Green Square Northern Precinct Public Domain Works	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		5.0					**5.0**	**5.0**
Loftus St, Reiby Pl & Customs House Ln Upgrade	*Public Domain - Asset Enhancement*	*0.3*	**2.8**	5.0			**7.8**							**7.8**	**8.0**
George Street North Pedestrianisation (Hunter to Alfred Sts)	*Public Domain - Asset Enhancement*		**1.0**	7.5	6.5		**15.0**	1.0	7.5	6.5				**30.0**	**30.0**
Erskineville Road Public Domain upgrade	*Public Domain - Asset Enhancement*		**0.0**				**0.0**		0.2	5.0	6.0	0.8		**12.0**	**12.0**
Joynton Avenue Stormwater Drainage Upgrade	*Stormwater Drainage - Asset Enhancement*	*3.4*	**8.2**	13.3			**21.5**							**21.5**	**24.9**

City of Sydney
Balance Sheet

$'M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS										
Current Assets										
Cash and Investments	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4
Receivables	99.7	101.8	103.5	105.1	104.8	106.7	110.4	112.5	112.3	114.2
Prepayments	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Inventory	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Current Assets Total	**590.4**	**460.5**	**494.6**	**589.3**	**532.0**	**506.7**	**480.5**	**395.0**	**390.2**	**383.6**
Non-Current Assets										
Capital Works, Infrastructure, Investment Properties and P&A	12,307.4	12,541.4	12,610.9	12,586.8	12,712.6	12,815.9	12,928.2	13,096.7	13,175.7	13,253.1
Non Current Assets	**12,307.4**	**12,541.4**	**12,610.9**	**12,586.8**	**12,712.6**	**12,815.9**	**12,928.2**	**13,096.7**	**13,175.7**	**13,253.1**
Total Assets	**12,897.9**	**13,001.9**	**13,105.5**	**13,176.1**	**13,244.6**	**13,322.6**	**13,408.7**	**13,491.7**	**13,565.8**	**13,636.7**
LIABILITIES										
Current Liabilities										
Payables	275.0	270.6	277.2	262.0	254.3	247.5	238.4	228.8	220.5	210.7
Provisions	77.4	81.1	83.6	86.1	90.1	92.3	93.1	96.1	101.7	105.4
Current Liabilities Total	**352.5**	**351.7**	**360.8**	**348.1**	**344.4**	**339.8**	**331.6**	**325.0**	**322.2**	**316.1**
Non-Current Liabilities										
Provisions	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Non-Current Liabilities Total	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**	**23.7**
Total Liabilities	**376.2**	**375.4**	**384.5**	**371.8**	**368.0**	**363.5**	**355.2**	**348.7**	**345.9**	**339.8**
Net Assets	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**
EQUITY										
Equity	**12,521.7**	**12,626.5**	**12,721.0**	**12,804.3**	**12,876.6**	**12,959.1**	**13,053.5**	**13,143.0**	**13,219.9**	**13,297.0**

City of Sydney
Cash Flow Forecast

Long Term Financial Plan 2022/23 to 2031/32

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	262.1	272.9	281.9	290.2	288.3	303.0	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**670.2**	**689.3**	**712.7**	**721.7**	**747.5**	**774.1**	**796.5**	**807.8**	**830.0**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	309.0	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**601.5**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**130.1**	**130.2**	**143.5**	**136.8**	**146.0**	**152.8**	**155.4**	**150.1**	**151.6**
Other Non Operating:										
Interest income	7.5	6.4	6.5	8.7	9.0	8.2	9.5	9.6	8.2	8.0
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**104.8**	**94.5**	**83.3**	**72.3**	**82.6**	**94.3**	**89.5**	**76.9**	**77.0**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Non-Cash Asset Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash Surplus before Capital Expenditure	**191.5**	**220.7**	**212.0**	**202.4**	**192.8**	**205.0**	**218.6**	**215.2**	**204.6**	**206.7**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(132.0)**	**32.4**	**93.1**	**(57.0)**	**(27.2)**	**(30.0)**	**(87.6)**	**(4.7)**	**(8.3)**
Total Cash at Beginning of Period	657.1	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7
Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
Total Cash at End of Period	**482.6**	**350.6**	**383.0**	**476.1**	**419.1**	**392.0**	**362.0**	**274.4**	**269.7**	**261.4**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

Asset Replacement and Sales (including Information Services - Capital Projects)
Council holds assets to ensure its financial viability, for commercial and strategic reasons, and to meet the needs of its operations.

Depreciating assets, such as plant, equipment and vehicles, held for Council's operations are changed or replaced in line with Council's current needs and the operational life of the asset. The City replaces its light fleet every two years or 40,000km excluding utility vehicles which are replaced every three years or 60,000km. The City also adopts a replacement program to renew its Personal Computer assets on an average three-yearly cycle.

The City has a program of upgrades and enhancements to information systems. These can include installation and configuration of 3rd party software and development of new in-house solutions.

Where these system developments are deemed to have an enduring benefit to the City, the costs of the project are capitalised as assets within the Fixed Asset Register, and amortised over an appropriate useful life. Capitalisation of costs is consistent with the City's *Asset Recognition and Capitalisation Policy.*

Summary of Expenditure - 2022/23

	2022/23		
$M	Acquisitions	Sales	**Net Budget**
Books & Library Resources	0.8	0.0	**0.8**
Information Technology (Equipment)	2.3	0.0	**2.3**
Technology and Digital Services - Capital Projects	7.0	0.0	**7.0**
Vehicles and Plant	6.8	(0.5)	**6.3**
Equipment, Furniture & Fittings and Miscellaneous	3.6	0.0	**3.6**
Total	20.4	(0.5)	19.9

Statement of Business or Commercial Activities
The City of Sydney expects to continue with Parking Stations as a Category 1 business activity. In a typical operating environment, these commercial activities provide an additional source of funding that enables the Council to continue to provide enhanced services and infrastructure delivery without placing additional burden on the City's ratepayers.

Revenue Policy - Charges for Works Carried out on Private Land
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

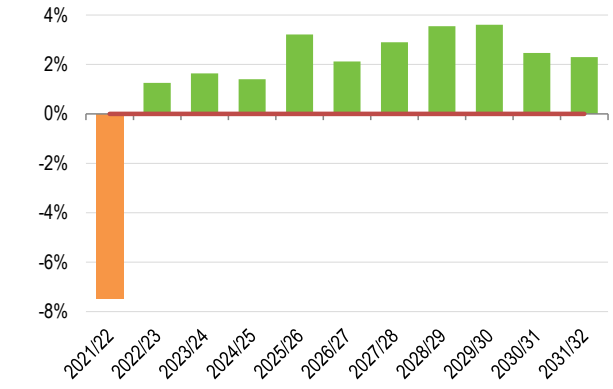
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements (per the Asset Management Plan) and infrastructure backlog.

The formulas used in the calculations, as provided by the NSW Office of Local Government, are also included.

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Sustainability

Operating Performance Ratio

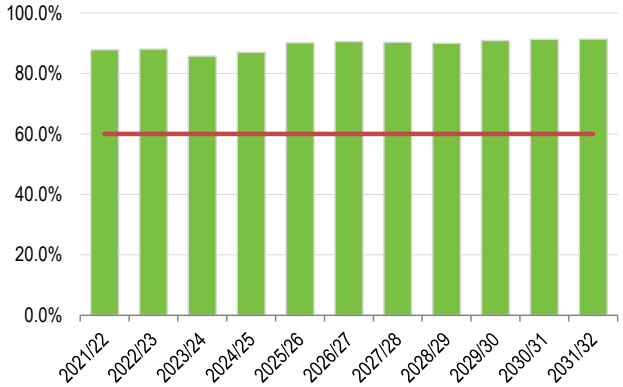


Operating Revenue (*excl* Capital Grants & Contributions)
less **Operating Expenses**
Operating Revenue (*excl* Capital Grants & Contributions)

The City's Operating Performance for 2021/22 has been significantly impacted by the continuation of the Covid-19 pandemic, particularly the Delta and Omicron variants that resulted in extended lockdowns and economic disruption. These impacts are beginning to ease in the latter part of the 2021/22 financial year.

Forward estimates anticipate a financial recovery reflecting a return to long term averages over time. The base case of the model relies upon the recovery of key income sources in 2022/23, and scenarios have been provided within this Long Term Financial Plan modelling financial impacts of an extended or delayed period of recovery.

Own Source Revenue

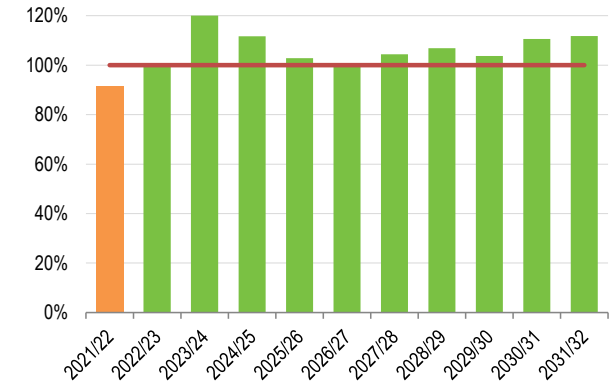


Total continuing operating revenue *less* all grants and contributions
Total Operating Revenue
(*inclusive of* Capital Grants and Contributions)

The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue.

As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumeded continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.

Building and Infrastructure Asset Renewal Ratio



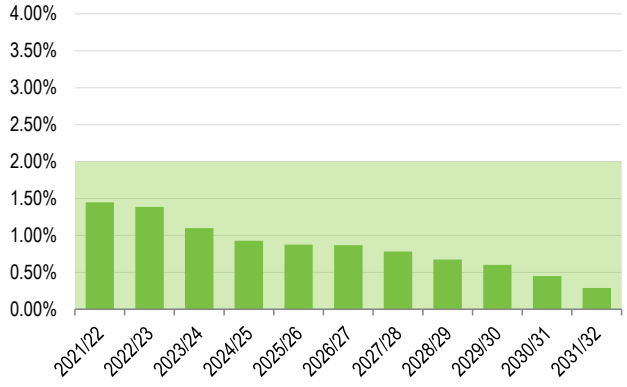
Actual Asset Renewals
Required Renewal* of Building and Infrastructure Assets

Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation.

Ratio performance is forecast to exceed benchmark over the life of the plan. Performance in excess of the ratio benchmark is driven by large-scale capital works projects that provide a renewal benefit to major assets while achieving long term strategic goals. These major items are in addition to underlying capital renewal programs that meet cyclical renewal requirements.

Infrastructure and Service Management

Infrastructure Backlog Ratio



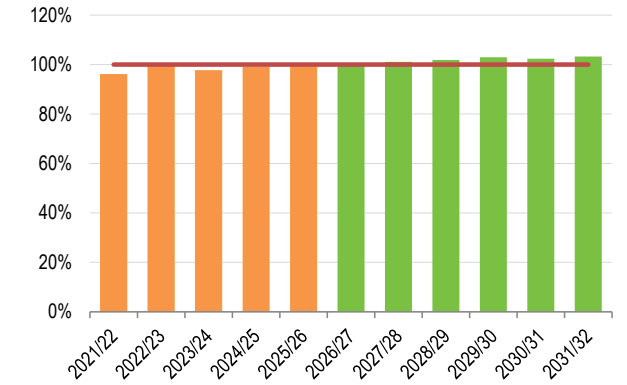
Estimated Costs to Bring Assets to a Satisfactory Standard

Written Down Value of Infrastructure
(*incl* roads and drainage assets), **Building, Other Structures** and **Depreciable Land Improvements Assets**

The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a "satisfactory standard". The identified infrastructure backlog is subject to ongoing review, to ensure that backlog levels reported are reflective of those assets deemed to be at less than "satisfactory standard".

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise works.

Asset Maintenance Ratio



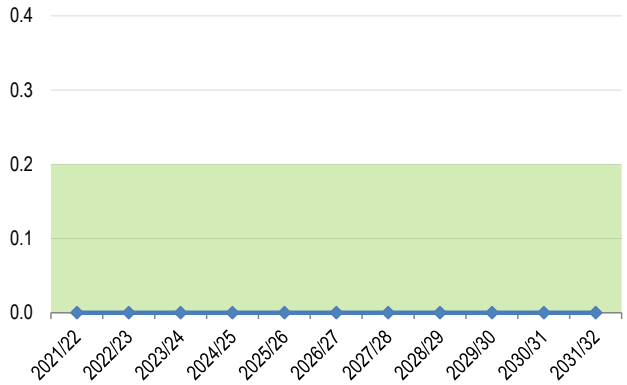
Actual Asset Maintenance

Required Asset Maintenance

In line with the City's Asset Management Plan, asset maintenance is forecast to remain at (or near to) benchmark over the life of the plan (i.e 98% or higher).

Whilst gross expenditure on asset maintenance will continue to grow over time, so to will the "required" level of annual maintenance, as the City's asset base continues to grow. Resourcing of asset maintenance and operating expenditure is considered in conjunction with capital renewal, as part of a holistic approach to asset management. Over the longer term, increases to asset maintenance expenditure will continue to be 'matched' to growth in the City's asset base.

Debt Service Ratio



Principal Repayments (from Statement of Cash Flows) *plus* **Borrowing Interest Costs** (from the income statement)

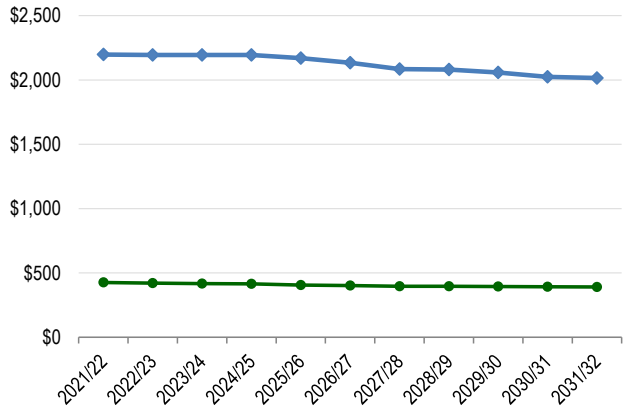
Operating Results before Interest and Depreciation (EBITDA)

Historically strong financial management has alleviated the need for the City to borrow funds, and the Long Term Financial Plan projects that this trend will continue over the next 10 years.

In addition to cash and investment reserves accumulated over a period of 15 years, the City has access to considerable capital income (in the form of developer contributions and interest on cash and investments) that will facilitate the delivery of new capital projects without the use of borrowings. Should funding circumstances change, the City will review the appropriateness of debt financing accordingly.

Efficiency

Real Operating Expenditure per capita



Real Operating Expenditure

Residential Population of Local Government Area

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery.

Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita. Service levels are reviewed as part of the Integrated Planning and Reporting process, and will reflect ratepayer priorities within tight budgetary controls.

Note that the green line reflects the inclusion of **all users** of the City, currently over 1.2M per day (in a business-as-usual environment)

City of Sydney

Income Statement - Alternative Scenario 1a (Impact of approval of ASV on a temporary basis only on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	393.7	403.7	418.8	**1,603.8**	429.6	440.6	452.0	463.7	475.7	488.3	**4,353.6**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.5	**28.8**	8.8	7.9	9.0	8.8	7.2	6.9	**77.2**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**727.4**	**768.3**	**778.4**	**779.1**	**3,053.3**	**785.0**	**809.2**	**847.3**	**863.4**	**869.4**	**892.2**	**8,119.8**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**77.1**	**101.2**	**90.8**	**79.3**	**348.4**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**	**812.7**

Impacts on Net Operating Result of Additional Special Rates Variation (ASV) approval on a temporary basis only

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1a that models the impact of the non approval of the permanent ASV application but instead an increase of 2.5% for 2022/23 only (ie removed in future years). The adjustments under this scenario affect rates income by $35.4M with annual rates income reduced by $3M to $4M over each of the final 9 years of the plan, as well as associated impacts to Interest and Investment income ($4.3M total reduction).

City of Sydney

Long Term Financial Plan 2022/23 to 2031/32

Cash Flow Forecast - Alternative Scenario 1a - Impact of approval of ASV on a temporary basis only on Cashflow

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**649.6**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**121.0**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.5	8.8	7.9	9.0	8.8	7.2	6.9
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**77.1**	**101.2**	**90.8**	**79.3**	**68.2**	**78.3**	**89.8**	**84.6**	**71.7**	**71.6**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**191.5**	**217.1**	**208.2**	**198.5**	**188.7**	**200.8**	**214.1**	**210.3**	**199.4**	**201.2**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(174.5)**	**(135.6)**	**28.7**	**89.1**	**(61.1)**	**(31.4)**	**(34.6)**	**(92.5)**	**(9.9)**	**(13.8)**
Total Cash at Beginning of Period	657.0	482.6	347.0	375.7	464.8	403.8	372.3	337.8	245.3	235.4
Cash Surplus/(Deficit)	(174.5)	(135.6)	28.7	89.1	(61.1)	(31.4)	(34.6)	(92.5)	(9.9)	(13.8)
Total Cash at End of Period	**482.5**	**347.0**	**375.7**	**464.8**	**403.8**	**372.3**	**337.8**	**245.3**	**235.4**	**221.6**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Net Operating Result)

$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**384.0**	393.7	403.7	418.8	**1,600.3**	429.6	440.6	452.0	463.7	475.7	488.3	**4,350.1**
Fees	**126.9**	126.8	128.0	131.4	**513.0**	134.9	139.7	144.6	148.5	152.5	156.6	**1,389.8**
Interest Income	**7.5**	6.3	6.4	8.4	**28.6**	8.7	7.8	8.9	8.7	7.1	6.8	**76.4**
Other Income	**118.8**	131.3	138.7	143.2	**531.9**	137.4	142.2	156.7	162.9	157.8	162.7	**1,451.6**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**723.9**	**768.2**	**778.4**	**779.1**	**3,049.6**	**785.0**	**809.1**	**847.2**	**863.3**	**869.3**	**892.1**	**8,115.5**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**73.6**	**101.2**	**90.7**	**79.3**	**344.8**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**	**808.4**

Impact on Net Operating Result of an Additional Special Rates Variation (ASV) non-approval

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV increase plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1b that models the impact of the non approval of the ASV application. The adjustments under this scenario affect rates income by $38.9M with annual rates income reduced by $3M to $4M over each of the years of the plan, as well as associated impacts to Interest and Investment income ($5.1M total reduction).

City of Sydney

Long Term Financial Plan 2022/23 to 2031/32

Cash Flow Forecast - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Cashflow)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	384.0	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income	262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income	**646.1**	**666.7**	**685.6**	**709.0**	**717.8**	**738.8**	**770.0**	**792.3**	**803.6**	**825.6**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**117.5**	**126.6**	**126.5**	**139.7**	**133.0**	**142.1**	**148.7**	**151.3**	**145.9**	**147.2**
Other Non Operating:										
Interest income	7.5	6.3	6.4	8.4	8.7	7.8	8.9	8.7	7.1	6.8
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	**73.6**	**101.2**	**90.7**	**79.3**	**68.1**	**78.2**	**89.7**	**84.5**	**71.6**	**71.5**
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**188.0**	**217.1**	**208.2**	**198.4**	**188.6**	**200.7**	**214.0**	**210.1**	**199.3**	**201.1**
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**13.8**	**(2.8)**	**7.4**	**(14.3)**	**(3.4)**	**(6.5)**	**(12.0)**	**(8.6)**	**(2.6)**	**(7.9)**
Cash Surplus/(Deficit)	**(178.0)**	**(135.7)**	**28.6**	**89.1**	**(61.1)**	**(31.5)**	**(34.6)**	**(92.6)**	**(10.0)**	**(13.9)**
Total Cash at Beginning of Period	657.0	479.1	343.5	372.1	461.1	400.0	368.5	333.8	241.2	231.2
Cash Surplus/(Deficit)	(178.0)	(135.7)	28.6	89.1	(61.1)	(31.5)	(34.6)	(92.6)	(10.0)	(13.9)
Total Cash at End of Period	**479.0**	**343.5**	**372.1**	**461.1**	**400.0**	**368.5**	**333.8**	**241.2**	**231.2**	**217.3**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

City of Sydney

Income Statement - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$'M	2022-23	2023-24	2024-25	2025-26	4 Year Total	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	10 Year Total
Income from Continuing Operations												
Rates & Annual Charges	**387.5**	397.3	407.3	422.6	**1,614.7**	433.4	444.5	456.0	467.8	480.0	492.6	**4,389.1**
Fees	**120.0**	119.7	120.7	123.8	**484.2**	127.0	131.5	136.1	139.7	143.4	147.2	**1,309.1**
Interest Income	**7.4**	6.1	6.0	7.8	**27.4**	7.9	6.7	7.3	6.4	4.4	3.6	**63.6**
Other Income	**113.3**	125.6	132.9	137.1	**508.9**	131.2	135.8	150.1	156.2	150.8	155.5	**1,388.5**
Grants and Contributions provided for Capital Purposes	**68.9**	93.7	84.8	60.0	**307.3**	56.8	60.8	66.5	60.4	56.7	57.7	**666.2**
Grants and Contributions provided for Operating Purposes	**18.0**	16.4	16.8	17.2	**68.5**	17.7	18.1	18.6	19.0	19.5	20.0	**181.4**
Total Income from Continuing Operations	**715.1**	**758.9**	**768.5**	**768.6**	**3,011.0**	**773.9**	**797.4**	**834.5**	**849.5**	**854.8**	**876.7**	**7,997.9**
Expenses from Continuing Operations												
Employee	**256.2**	263.8	270.9	277.8	**1,068.8**	286.3	292.4	300.7	309.3	318.5	328.9	**2,904.9**
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 Services	**140.3**	142.2	148.2	152.0	**582.7**	156.6	157.7	167.4	172.5	177.8	182.9	**1,597.7**
Depreciation Expense	**114.4**	115.9	117.5	119.2	**466.9**	120.5	122.5	124.3	125.6	127.7	129.7	**1,217.2**
Other Expenditure	**139.4**	145.1	151.1	150.8	**586.4**	153.4	158.2	165.0	171.4	173.7	179.3	**1,587.4**
Total Expenses from Continuing Operations	**650.3**	**667.1**	**687.7**	**699.8**	**2,704.9**	**716.8**	**730.9**	**757.5**	**778.7**	**797.7**	**820.7**	**7,307.2**
Net Operating Result for the Year	**64.7**	**91.8**	**80.8**	**68.8**	**306.2**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**	**690.8**
Net Operating Result (excl Light Rail Contribution)	***64.7***	***91.8***	***80.8***	***68.8***	***306.2***	***57.1***	***66.6***	***77.1***	***70.8***	***57.1***	***56.0***	***690.8***

Impacts on base case Net Operating Result of prolonged negative effect on key revenue streams from the pandemic

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the Citys additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. A third scenario has been modelled and presented here modelling the impact of a prolonged COVID pandemic effect on key revenue streams.

The adjustments under this scenario include;

- Advertising income reduced by $37.8M
- Venue Hire income reduced by $42.8M
- Commercial Property income reduced by $63.1M
- Associated impacts on Interest and Investment income, reduced by $12.8M

City of Sydney

Long Term Financial Plan 2022/23 to 2031/32

Cash Flow Forecast - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	249.8	260.2	268.8	276.5	274.2	283.7	303.0	313.1	311.8	320.7
Operating Income	**637.3**	**657.5**	**676.1**	**699.1**	**707.6**	**728.2**	**759.0**	**780.9**	**791.8**	**813.4**
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure	**528.6**	**540.1**	**559.1**	**569.3**	**584.9**	**596.7**	**621.3**	**641.0**	**657.7**	**678.4**
Operating Surplus	**108.7**	**117.4**	**117.0**	**129.9**	**122.7**	**131.5**	**137.7**	**139.9**	**134.0**	**135.0**
Other Non Operating:										
Interest income	7.4	6.1	6.0	7.8	7.9	6.7	7.3	6.4	4.4	3.6
Light Rail Contribution to NSW Government	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus	**64.7**	**91.8**	**80.8**	**68.8**	**57.1**	**66.6**	**77.1**	**70.8**	**57.1**	**56.0**
Add Back :										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure	**179.2**	**207.7**	**198.3**	**187.9**	**177.6**	**189.0**	**201.4**	**196.4**	**184.8**	**185.7**
Capital Expenditure										
Capital Works - excluding Light Rail Contribution	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	**(379.9)**	**(349.9)**	**(186.9)**	**(95.1)**	**(246.4)**	**(225.7)**	**(236.6)**	**(294.1)**	**(206.7)**	**(207.1)**
Net Receivables/Payables Movement	**16.2**	**(2.8)**	**7.5**	**(14.2)**	**(3.3)**	**(6.4)**	**(11.9)**	**(8.5)**	**(2.5)**	**(7.8)**
Cash Surplus / (Deficit)	**(184.5)**	**(144.9)**	**18.8**	**78.7**	**(72.1)**	**(43.1)**	**(47.2)**	**(106.2)**	**(24.4)**	**(29.2)**
Total Cash at Beginning of Period	657.1	472.6	327.7	346.5	425.1	353.0	309.9	262.8	156.6	132.1
Cash Surplus/ (Deficit)	(184.5)	(144.9)	18.8	78.7	(72.1)	(43.1)	(47.2)	(106.2)	(24.4)	(29.2)
Total Cash at End of Period	**472.6**	**327.7**	**346.5**	**425.1**	**353.0**	**309.9**	**262.8**	**156.6**	**132.1**	**102.9**

** This item of expenditure is included within Materials and Contracts expense on the Income Statement*

This page intentionally left blank



cityofsydney.nsw.gov.au



Community Asset Management Plan 2022

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

CITY OF SYDNEY

Contents

Asset Management Planning	3
Asset Management Policy	6
Asset Management Strategy	7
Asset Management Plans	19
Community Asset Management Plan	21
Critical Assets	28
Road Network Assets	29
Stormwater Drainage Network Assets	44
Parks, Open Space and Tree Assets	54
Property Assets	70
Conclusion	83
Appendix A -Asset Management Policy.	86

Cover image: Bangala artwork, Gunyama Park Aquatic and Recreational centre, Zetland. Bangala was created by Aunty Julie Freeman (Gorawarl/Jerrawongarla) and Jonathan Jones (Wiradjuri/Kamilaroi). Photo by Chris Southwood/City of Sydney.

Asset Management Planning

Background

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030–2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest-level plan within this framework. Robust asset management is an objective of the community strategic plan contained within Direction 1: Responsible governance and stewardship.

The City of Sydney is responsible for approximately $13 billion in physical assets (Approximately $6 billion in land and $7 billion in built assets) to support its delivery of services to the community. The City has developed a framework for embedding asset management objectives and principles. These principles are aimed solely at managing the City's community assets to give the best possible long-term services to the City's residents, ratepayers and visitors.

The infrastructure that the City provides serves over 1.3 million people per day. The City commits significant funds to asset management and currently annually spends in excess of $80M in operational and maintenance, plus $120M in renewal and upgrade of the critical infrastructure assets.

The City also has a program to deliver new facilities, assets and buildings in the next 4 years to support our growing resident and visitor population

The recent completion of the Green Square urban renewal project included many significant community infrastructure projects. The key projects include the Green Square Town Centre, Gunyama Park Aquatic and Recreation Centre, Green Square Library and Plaza, Green Square Trunk Drainage and many new parks.

The completion of the Central Business District and South East Light Rail in December 2019 resulted in the transfer and construction of new associated public domain assets that will need to be maintained into the future.

With a growing infrastructure asset portfolio, the City will need to carefully manage service levels within funding restraints that will need to cater for an expected population increase to efficiently manage all our assets.

This Asset Management Plan demonstrates how the City is meeting its current and future demands on our assets.

What is Asset Management?

A Council asset is defined as "a resource controlled by a council as a result of past events and from which future economic benefits are expected to flow to the council" [1].

The term "asset management" as defined in the City's Asset Management Strategy is:

"The combination of management, financial, economic, and engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner."

Asset management is a "whole of life" approach that includes planning, acquisition, operation, maintenance and disposal of assets.

Commented [KH1]: Updated to align with Delivery Program

Deleted: is the City's overarching

Deleted: c

Deleted: s

Deleted: p

Deleted: .

Deleted: Sustainable Sydney 2030–2050 Continuing the Vision, …

Asset Management Framework

The City is enhancing our asset management governance in line with the recommendations from a recent ISO55000/55001[2] maturity review. It is intended that the current framework outlined in this plan will be optimised to provide greater clarity and efficiencies.

The Asset Management Gateway Panel oversees the City's asset management framework. The objectives of the Panel are to:

- Ensure that all asset management activities are consistent with the objectives of the Community Strategic Plan and incorporate lifecycle asset management principles
- Ensure compliance with the requirements of the Integrated Planning and Reporting Legislation and Guidelines and other infrastructure asset reporting
- Oversee the development of the City's Asset Management key strategy themes and projects
- Set direction and outcomes for the Asset System Working Group and the Corporate Asset Management System (CAMS)
- Ensure all asset management policies, strategies and plans (new and reviewed) are submitted Executive
- Ensure the integrity of the asset management process within Council and arbitrate and resolve any dispute or issue arising. The Panel is the decision making and oversight authority of all condition-based renewal capital works projects

The Asset System Working Group is responsible for the delivery of system improvements, training, mapping, integration to other systems, system maintenance and deliver process improvements.

To support this framework, the City has prepared and adopted several Asset Management documents, including:

- Asset Management Policy
- Asset Management Strategy
- Risk Management Plans for the critical assets
- Detailed Asset Management Plans for discrete asset classes

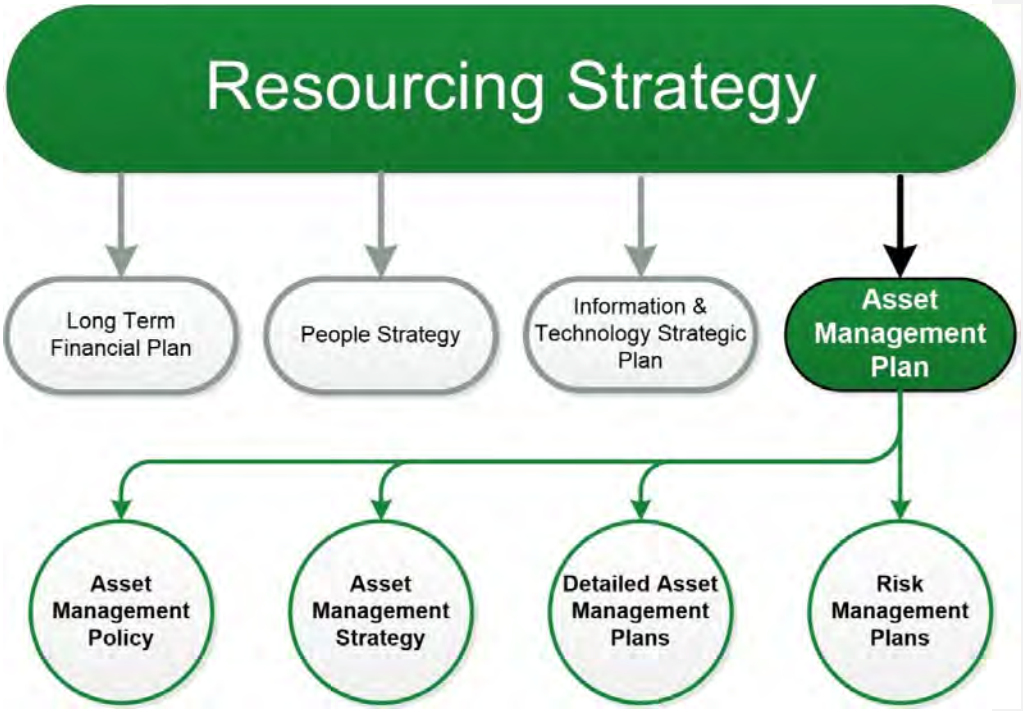
These documents are reviewed and updated periodically.

The condition analysis, financial valuation and projections and maintenance and operation costs in the current plans are prepared using the best available data and will be improved as updated information becomes available. The ongoing expansion and improvement of the City's Corporate Asset Management System will aid the development of data to support decision making.

Consistent with the requirements of the Office of Local Government performance measures, the information and modelling contained within this plan (and more broadly within the City's Integrated Planning and Reporting documents) demonstrate that the City is managing its infrastructure assets effectively and efficiently. Over the ten year window of this Plan, identified asset renewal and maintenance requirements are planned to be met, and the City's ten year capital works program is set to address identified infrastructure renewal whilst providing new and upgraded infrastructure and facilities to meet growing community demand in the future.

[1] "Planning a Sustainable Future" Planning and Reporting Manual for local government in NSW: Department of Local Government NSW

[2] ISO 55000/55001 is the international asset management and asset management system standards, the main objective of which is to help organisations manage the lifecycle of assets more effectively. The standard supports optimization of assets and reduces the overall cost of ownership while helping to meet the necessary performance and risk/safety requirements.


Resourcing Strategy
Long Term Financial Plan
People Strategy
Information & Technology Strategic Plan
Asset Management Plan
Asset Management Policy
Asset Management Strategy
Detailed Asset Management Plans
Risk Management Plans

Asset Management Policy

Policy

The City's Asset Management Policy enables the delivery of our asset management actions that are consistent with our strategic goals set out in the Community Strategic Plan and other strategic documents. The complete policy is an appendix of this document.

The policy objectives are:

- Provide infrastructure and services to sustain the City of Sydney communities
- Implement a life-cycle approach to the management of infrastructure and public assets
- Ensure that service delivery needs are the primary driver for infrastructure asset management practices
- Provide a sustainable funding model that provides assets aligned with the City's long term plans and community needs
- Develop and implement best value environmentally sustainable asset management practices
- Create a resilient city by modelling and planning to make it adaptable to acute shocks and chronic stresses
- Create a resilient city by modelling and planning to make it adaptable to acute shocks and chronic stresses
- Provide reliable asset and infrastructure data through supported digital platforms
- Implement an integrated decision support system
- Ensure compliance with legislative requirements
- Allocate asset management responsibilities

The full Asset Management Policy is attached to document as Appendix A.



Image: interior of Green Square Library

Asset Management Strategy

Background

This asset management strategy provides a summary of how the resources available in the City's Resourcing Strategy will deliver the key objectives in Sustainable Sydney 2050 Continuing the Vision and the Delivery Program.

The Asset Management Strategy is a dynamic document that helps to guide the asset management activities and decision making of the organisation into the future. The initiatives are reviewed on a regular basis to ensure their relevance in a changing environment, and to also incorporate community feedback.

Current Situation

Strategy

The City has made significant advances and continues to seek and implement initiatives to increase council's productivity in the asset management context. Some recent outcomes include the:

- Review and adoption of an overarching asset management policy
- Review and enhancement of the asset management framework and governance structure
- Creation and continuous review of all detailed infrastructure asset management plans
- Introduction of a mobile device capability for managing infrastructure inspection, maintenance and job completion. There are 350 active mobile device users across the civil infrastructure maintenance, parks and open spaces and tree management business units and contractors
- Introduction of job activity and costing capability through mobile applications
- Integration with 3rd party service contractors to ensure accurate and timely data is available for us to make informed decisions
- Streamlining of infrastructure asset valuation processes through interfacing of systems
- Coordination of infrastructure data collection projects aimed at improving the quality of the underlying base asset data for roads, stormwater drainage, trees, parks and open spaces, and buildings and their components.
- Redesign of the detailed asset management plan template and migration of all asset management plans to this template.
- Creation of advanced asset condition and prioritisation methods to develop renewal works programs.

Asset Inventories

This is the current infrastructure asset inventory and replacement value for council's assets, excluding land.

Asset Category	Asset Type	Quantity	Value ($M)
Roads	Road Surface	330 km	237.4
	Road Base	330 km	537.8
	Cycleway	18 km	Included in roads
	Footway	582 km	575.1
	Kerb and Gutter	639 km	328.4
	Traffic Facilities	2,204	24.3
		Total	**1,703**
Structures	Bridges	42	106.4
	Cliffs	64	-
	Stairs/Steps/Ramps (Road Reserve Only)	107	1
	Retaining walls	641	1.1
	Sea Walls	2.7 km	Included in Parks
	Jetties/Pontoons	4	Included in Parks
	Fences	289	Included in Parks
		Total	**108.5**
Stormwater	Drainage pipes	180 km	283
	Drainage pits	12,390	111.8
	Open Channels	100 m	0.1
	Culverts	7.4 km	31.8
	Gross Pollutant Traps (GPTs)	42	1.7
	Rain Gardens	249	2.8
		Total	**431.2**

Asset Category	Asset Type	Quantity	Value ($M)
Parks	Iconic	22	303.7
	Neighbourhood	40	155.3
	Pocket	285	114.1
	Streetscapes	1048	28.5
	Sportsfields	15	31.3
	Traffic Treatments	563	7.8
	Playgrounds	152	Included in Parks
	Building Surrounds	10	10.1
		Total	**661.6**
Trees	Parks Trees	13,794	34.5
	Street Trees	35,128	86.3
	Property Trees	661	Included in Property value
		Total	**120.8**
Street Furniture	Smartpoles	2,794	103.3
	Poles and Lighting	4,430 poles 8,451 lights	36.4
	Bins	1,430	16.6
	Cycling Parking	1,563	
	Information Stands	292	
	Kiosks	1	
	Seats	4,278	
	Shelters	610	
	Tactile	2190	
	Wayfinding / Legible Sydney	4,007	8.8
	Permanent Survey Marks	3,020	3.4
	Parking Meters	1,449	8.5
	Security	N/A	3.3
		Total	**180.3**

Asset Category	Asset Type	Quantity	Value ($M)
Buildings	Specialised / Non-Specialised and Investment	254	2,028
Signs	Parking and Regulatory signs Sign Poles	64,000 (approx.) 36,750 (approx.)	16.4
Fleet	Vehicles and major plant	440	50.8
Plant and Equipment	Other Plant and Equipment	N/A	115
Library	Books, publications, electronic resources and other library collections	N/A	8.8
Art	Public art and sculptures	237	58.9
	Town Hall Collection	1,750 (approx.)	9.6
		Total	**68.5**
Office Fit out	Furniture, desks, technology	N/A	57.5

Asset Condition

Condition Definition

In line with International Infrastructure Management Manual, the Institute of Public Works Engineering Australia (IPWEA) condition rating standards, this is the condition ranking the City has adopted. The scale and how the rankings apply varies between each asset category.

Condition	Description	
1	Very Good	Satisfactory = % total of assets with 1, 2, or 3 Condition
2	Good	
3	Fair	
4	Poor	
5	Very Poor	

Current Asset Condition Assessments

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
Roads	Road Pavements	2.5	2016	Underway	87
	Footpaths	2.5	2019	2021	96
	Kerb and gutter	2.6	2019	2021	91
	Traffic Facilities	2.0	2018	Underway	95
	Steps and Ramps	2.7	2020	2025	87
Structures	Bridges	2.2	2020	2025	98
	Cliff & Retaining Walls	2.2	2020	2025	97
	Sea walls	2.5	2020	2025	100
	Jetties/Pontoons	2.5	2020	2025	100
	Fences	N/A	2015	2023	N/A
Stormwater	Drainage – Pits – Collected area	2.0	2021	Underway	99
	Drainage – Pipes – Collected area	2.2	2021	Underway	96
	Gross Pollutant Traps	2.0	2020	2024	90
	Raingardens	1.6	2019	2023	82
Parks	Iconic	2.8	2021	2022	99
	Neighbourhood	2.6	2021	2022	96
	Pocket Parks	2.7	2021	2022	98
	Streetscapes	2.9	2021	2022	99
	Traffic Treatment	3.1	2021	2022	99
Trees	Parks Trees	1.9	2021	2022	99
	Street trees	1.5	2021	2022	99
	Property Trees	1.6	2021	2022	99
Buildings		2.1	2021	2022	97

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
Street Furniture	Smartpoles, Light poles	2.1	2009	Underway	99
	Mounted lights	3.0	2009	Underway	99
	Street Furniture:				
	Bins & Ashtrays	2.7	2016	Underway	90
	Cycle Parking	2.5	2016	Underway	92
	Information Stand	2.6	2016	Underway	93
	Kiosks (CoS owned)	1.9	2016	Underway	99
	Seats	2.6	2016	Underway	86
	Shelters	2.1	2016	Underway	99
	Permanent Survey Marks	2.0	2020	Underway	99
Plant and Equipment	Fleet	2.3	2021	2022	99

Note 1 – Continuous review of all council's asset and related desktop condition assessments are ongoing.

Note 2 – The areas where data is either being collected or not applicable are shown as Not Applicable (N/A)

Generally, condition assessments are conducted as holistic on an asset class. The identification of defects and ad hoc condition assessment on individual assets are being performed on a continual basis.

Non-destructive testing and a condition assessment is underway for all electrical poles.

We are in a transition to a new service provider for street furniture. A new inventory and condition audit will take place and the outcomes will be displayed in next year's Community Asset Management Plan

Asset Management Capability and Maturity - Assessment

In 2019, the City conducted a maturity analysis compared to the Australian Standards:

- AS ISO55000 – Asset Management – Overview, principles and terminology and
- AS ISO55001 – Asset Management – Management Systems – Requirements

The review identified several areas where further improvement in asset management practices in the City. A project plan to achieve the desired level of maturity is being implemented.

Key projects that have been recently completed are:

- Develop terms of reference for a strategic asset group (Asset Management Gateway Panel)
- Develop an asset decision process including budget build for renewals

Key projects that are recommended and underway include:

- Review, develop and reassign roles and responsibilities related to infrastructure assets
- Develop asset health dashboard for executive level management decisions.
- Develop operational dashboards for service delivery standards.

The Asset Management Gateway Panel provides greater oversight in capital works project decision making. Together with a revision of the asset management policy, future asset management plans will have projects within each of the critical asset areas outlining the path to maturity.

We are continuing to focus our efforts in the key areas of:

1. Asset Management Governance
2. Asset Management Skills and Processes
3. Asset information and systems
4. Levels of service
5. Financial sustainability
6. Environmental sustainability asset management practices
7. Resilience in our infrastructure assets

An outline of the strategy focus areas are contained in the following table with the detailed information, including specific elements of the key objectives.

Emphasis on environmental, social and cultural measures and metrics will be identified and incorporated into this report and in the future.

In the short term we are focussing on the areas of resilience, climate change and inclusion of social and culturally important assets within detailed asset management plans.

Accompanying strategies, standards and plans

This Community Asset Management Plan has been informed and works together with the following City strategies, standards and plans:

- Community Strategic Plan
- Design codes and technical specifications
- Climate Change Adaptation Plan
- Digital Strategy
- Information and Technology Strategic Plan
- Data Governance Framework
- Environmental Strategy
- Resilient Sydney
- Smart City Framework
- Greening Sydney
- City for All

Asset Strategy Focus Areas

Focus Area	Key Outcomes	Priority Projects
Asset Management Governance Consistent and appropriate data and corporate governance processes are in place for all asset activities and classes	– Improved data governance – Structured infrastructure risk management plans – Current and relevant policy and strategy – Compliance with Integrated Planning and Reporting requirements – Digital service delivery designed around the user	– Cyclic review of the Asset Management Gateway Panel. – Review and update business, data governance and management processes – Adopt risk management plans for the Critical asset classes, including climate change adaptation, at a network level – Policy reviewed on four year cycle – Endorse Asset Management Plans – Identify areas of improvement for better return on investment Review and reassign roles and responsibilities related to infrastructure assets
Asset Management Skills and Processes The City's staff will have sufficient data and system knowledge, rigorous processes, clear communication and a culture committed to asset and service improvement	– Proactive asset management culture – Standard asset creation and handover processes – Developed asset management skills – Effective communication and On-line tools	– Develop on-line references and tools for asset managers – Develop standard templates and processes for asset demolition and creation – Communications strategy for asset management practices – Provide or facilitate training for asset managers
Asset Information and Systems The City will support service delivery through the provision of up to date asset information and integrated systems providing digital and mobile platforms	– Integrated platforms – Fully resourced system support – Mobile first solutions – Quality data and information – Adopted long term strategy for system – Best practice data modelling and reporting	– Development of executive asset health dashboard – Review and update of the stormwater drainage inventory and condition data incorporating CCTV analysis of pit and pipe capacity and structure – Building and condition audit for relevant buildings – Continue rollout of ConfirmConnect and WorkZone mobile platform – Develop and enable advanced modelling within the corporate system

Focus Area	Key Outcomes	Priority Projects
Levels of Service The City will measure the performance of all asset classes against agreed levels of service including intervention levels, inspection frequency and condition thresholds	– Agreed service levels for all asset classes – Costs associated with service delivery captured and understood – Validated asset lifecycle models – Service levels of new and acquired infrastructure identified at inception – Environmental considerations included in all service level outcomes	– Development of service levels specific to individual asset classes including intervention levels, priority determination and inspection frequency – Develop cost collection model and implement through mobile technology – Develop processes to directly link the corporate asset management system to water, energy and waste consumption – Consult with the community to identify any over or under servicing of assets
Environmentally Sustainable Asset Management Practices Embed best practice environmental management practices into all aspects of infrastructure service delivery	– Climate change considerations as part of normal business – Cleaner stormwater solutions – Embedded sustainable design guidelines – Environmental impact considered in plant and equipment acquisition – Asset reporting includes environmental outcomes	– Embed environmental guidelines in all renewal and upgrade activity – Develop processes to directly link all corporate asset management systems to water, energy and waste consumption – Develop processes to minimise the environmental impact of new or replacement plant and equipment
Financial Sustainability The cost of infrastructure service delivery will be fully understood and incorporated into lifecycle modelling linked to the long term financial plan	– Full understanding of costs to deliver services to support budget preparation – Benchmarked asset operation and maintenance activities and costs – Validated lifecycle models	– Develop and implement strategy, processes and procedures to capture costs associated with infrastructure maintenance activities – Migrate asset financial and valuation data to the Corporate Asset Management System

Focus Area	Key Outcomes	Priority Projects
	– Integrated asset operational and financial data – Purpose specific tools for asset reporting	
Resilience in our infrastructure assets Planning for the City's infrastructure assets to be resilient against future shocks and stresses	– Clear definition of resilience – Asset management plans address resilience issues – Resilience considered at the time of renewal	– Define resilience and its context for each asset group – Rate current infrastructure against adopted definition of resilience. – Develop plans to accommodate resilience into future renewal and operational planning if required.

Link to Community Strategic Plan Directions

Infrastructure assets play both a direct and an indirect role in the delivery of a number of the key Community Strategic Plan directions. Listed below are the directions where critical assets are affected.

The context of assets within the Community Strategic Plan generally expresses the community's intent. Which may include infrastructure beyond what the City owns and controls. Although this infrastructure may create the need for the City to deliver support infrastructure and assets, these are denoted with *.

Some directions have a Planning focus that don't directly include the scope of delivering infrastructure assets instead shape the assets that will be renewed/upgraded. These are denoted with **.

Direction	
1.2	The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future
1.3	The City of Sydney is financially sustainable over the long-term
2.1	The city reaches net zero emissions by 2035 with embodied carbon significantly reduced
2.2	Greening has increased to create a cool, calm, and resilient city
2.3	Water is managed to support a resilient, sustainable, and liveable city
3.1	Aboriginal peoples' history and cultures of this place are evident in the public realm
3.2	Welcoming, inclusive and connected streets and public spaces are created and maintained
3.3	Creativity and culture is embedded in the fabric of the city
3.4	Physical and visual connections to the harbour are strengthened
3.5	Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing
4.1 **	The city's liveability will be enhanced through well planned and designed development
4.3 **	Communities will be supported by the provision of infrastructure and assets that are aligned with growth
4.4 **	Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive
5.1	Street space is reallocated for people, places and planting
5.2 *	Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area
5.3	More people walk more, because walking is the most attractive and convenient choice for short trips in the local area

Direction	
5.4	More people ride more, because it is an attractive, convenient and safe option for everyday transport
5.5	Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces
6.2	Everyone feels welcome and included in the city
6.6	There is equitable access to education and learning opportunities
7.2	Everyone has equitable and affordable access to community and cultural facilities, supporting social connection and wellbeing
7.3	Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations
7.4	The city economy is diversified to strengthen its resilience
7.5	People feel safe in the city
8.5	There is an increased supply of accessible creative space
9.5**	Unique local neighbourhoods and the global city centre support thriving economic activity
10.2 *	The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities

These directions will be considered when we renew existing or create new community assets. The Community Asset Management Plan outlines, where possible, the additional projected Operating, Maintenance, Renewal costs for assets that are significantly upgraded or delivered within the next 10 years in line with the Community Strategic Plan directions. These costs have also been included in Long Term Financial Plan.

Asset Management Plans

The City of Sydney is implementing asset management in a structured and consistent manner guided by the International Infrastructure Management Manual (IIMM) and the Institution of Public Works Engineers Australia (IPWEA), utilising the basis of the NAMS.PLUS3 template. The assessment against the ISO55000 standards will enhance the implementation.

The Corporate Asset Management System provides a repository where the City can aggregate and assess improved data and the facility to produce better maintenance and operational histories.

To meet the Integrated Planning and Reporting guidelines the City is implementing Asset Management Plans in the following way:

Community Asset Management Plan

The Community Asset Management Plan (this document) provides an overview of the asset management principles and fundamentals we are implementing across asset classes. It contains the current policy and the dynamic strategy themes and projects. It also outlines the long term (minimum 10 year) plans for groups of assets that are critical to the City's operation.

The critical assets included in the plan are:

- Road Network Assets
- Stormwater Drainage Asset
- Parks and Trees
- Property Asset

The plan has the standard Asset Management Plan elements the City is applying to infrastructure assets while at the same time not focusing on technical issues more suited to detailed planning.

Detailed Asset Management Plans

These are plans for discrete asset categories that include detailed inventory information, condition assessments, service levels, funding requirements and future demand. The Detailed Asset Management Plans are not included in the Resourcing Strategy due to their technical complexity, volume and evolving content based on improved data collection and governance.

The Detailed Asset Management Plans are being reviewed and updated to a new consistent plan template over the next 12 months. In addition, the review will include the following key actions:

- Asset Register Data – ensuring the City has acquired the right asset inventory data to make tactical and strategic decisions.
- Service level review for all assets to determine optimum inspection, response, renewal and upgrades. This includes environmental, social and cultural service outcomes.
- Further refinement of the identification of critical assets especially in the context of resilience, climate change and Indigenous Cultural & Intellectual Protocols.
- Further refinement of risk-based priorities for renewal planning.
- Enhanced life cycle modelling to provide more efficient and effective renewal funding scenarios

- Refinement of unit rates that are City of Sydney specific for construction and maintenance
- Planning to make our critical assets in each asset group resilient to the relevant shocks and stresses the asset may experience.
- Use technology and smart city initiatives to make better tactical and strategic decisions.



Image: Rushcutters Bay Park Bridge, City of Sydney

Community Asset Management Plan

This section briefly describes the elements included in each of the critical asset categories of this Community Asset Management Plan.

Levels of Service

The City has defined service levels in two ways:

1. Community Levels of Service relate to how the community receives the service in terms of safety, quality, quantity, reliability, capacity, environmental impact, responsiveness, cost/efficiency and legislative compliance; and
2. Operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria and are shown in the detailed Asset Management Plans.

Desired levels of service are obtained from various sources including Customer Satisfaction surveys, residents' feedback to Councillors' and staff, service requests and correspondence, and consultation with stakeholders. The City has identified the review and update of service levels for specific asset classes as a key element of the ongoing asset management strategy.

The City will refine and adjust the levels of service to ensure continued community satisfaction as reflected through these sources. Any changes will be included in revisions of the plans. The change of levels of service on our roads has been assessed and now is in a resourcing analysis stage. The parks assets review produced recommended changes how our parks should be maintained. These changes have been rolled out.

This plan now reflects elements of the Report on Infrastructure Assets (i.e. Special Schedule 7) from the City's financial statements. This replaces previous estimates of minimum condition levels to provide uniformity across reporting platforms.

Demand Management

Generally, the major factors affecting asset management provision and maintenance are population and demographic changes, environmental factors, economic conditions and community expectations. Population and visitor growth in particular will see an increased demand for available open space, pedestrian space, community facilities and also a need for new and emerging assets to meet user expectations.

The Community Strategic Plan is a vision for the City to meet the future demands required for the city to be a green and global city. The Plan impacts the amount and repurposes assets to meet the needs.

The handover of a number of assets from other government authorities is also anticipated in the short term which will impact on service provision.

Demand for new services will be met through a combination of managing existing assets, upgrading of existing assets and providing new assets as required. As the City has a finite stock of existing assets, a focused qualitative approach has been undertaken when upgrading existing assets. This ensures we provide purpose built assets in the right areas.

New and emerging smart city sensors incorporated with Internet of Things (IoT) technologies will provide opportunities to deliver assets that will have higher utilisation, reduced downtime and lower lifecycle costs.

Asset Condition Assessment

The City has adopted a consistent approach to the assessment of the condition of infrastructure assets.

The task of rating all assets to the level of detail required to effectively manage them is significant and the City is continually updating and incorporating improved condition data.

Condition assessments are important because they:

1. Identify assets or areas where maintenance or renewal is needed;
2. Give information, through regular assessment, on the trend in deterioration of assets;
3. Enable estimates of costs to restore to a reasonable level; and
4. Help the City to plan future maintenance.

The adopted model is consistent with the International Infrastructure Management Manual, the Institute of Public Works Engineering Australia (IPWEA) NAMS.PLUS3 Asset Management Guidelines and the NSW Local Government Integrated Planning and Reporting Framework.

The general method to assess asset condition uses a five-point scale and is applied across all infrastructure assets.

The condition indexes are shown in the asset condition section for each of the critical asset chapters.

Each infrastructure asset category has specific levels and descriptions (contained in the Detailed Asset Management Plans) associated with the condition indexes, the assessments shown in the asset specific sections reflect these specifics.

The City has commissioned a number of critical asset data collection projects to keep our condition data up to date and extending coverage for newly acquired assets. These include:

- Road Network assets – road pavement and traffic facility conditions are being collected this year.
- Stormwater drainage network (being pit, pipe and channel information) including size, capacity, dimensions, condition, update is approximately 70% complete and will continue for the next 2 years. This includes CCTV analysis for all City owned Gross Pollutant Traps (GPTs) pipes, pits and raingardens. A Model for Urban Stormwater Improvement Conceptualisation (MUSIC) is currently underway that will assist in planning and scheduling maintenance work in the short term and the siting and installation of future GPTs in the long-term. A review of water quality and marine ecology data in the City's waterways is also planned to assist in prioritising both the maintenance work and new GPT installations. This is an ongoing project with a high labour component and was been impacted by COVID 19.
- Ongoing and cyclic parks inventory collection that include details of park and park elements, condition and valuation. Condition assessments of whole park assets have been completed. The validation of footway verges in conjunction with the roads footway and kerb audit continues. We are continuing to develop improved methods for condition data for parks including utilising weighted averages and relative useful lives of components.
- Collection of detailed building data is ongoing. The collection of condition data for property structures and fabric is continuing. An independent review of the 60 high value or high use buildings or primarily relating to risk and priority works is complete. This is the basis for the renewal component of the capital works program for properties.
- Comprehensive non-destructive testing and condition assessment of all council’s smart poles is underway. It will take approximately three years to complete.

Asset Valuations

A summary of the current replacement cost, written down value and Average Annual Asset Consumption amount for the Asset Category.

Risk Plan

The City of Sydney has developed a Risk Management Policy, Risk Assessment Methodology and Enterprise Risk Management System based on the identification of credible risks, measure of likelihood that it will occur and measures of consequence of the occurrence. The action required to manage those risks are assessed using a Risk Rating Matrix and the Risk Categorisation.

Critical risks, being those assessed as 'Very High' – requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan - are summarised.

A project to review and update the high-level risks associated with the critical asset classes has been undertaken. The project has identified what element of the infrastructure, at a network level, is at risk and what can happen, possible causes, existing controls in place and risk treatment options and plans.

The table following shows a snapshot of the types of risk identified together with their causes and controls and rating.

The associated Risk Management Plan for Critical Assets has been reviewed and adopted. A review of the plan is due in the coming year. The Asset Maturity project identified the City should enhance how risk is considered during the renewal priority process. Future revisions of the Risk Management Plan and the detailed asset management plans will include information on the risk treatment options, plans and timetable for completion.

Resilience

The City has recently undertaken a resilience risk assessment for the Local Government Area and is currently developing a resilience plan for the organisation. We are ascertaining the required actions to make our infrastructure assets resilient to future shocks and stress. The shocks and stresses identified that could impact the City's infrastructure include:

- Primary infrastructure failure
- Epidemic/pandemic
- Extreme heat and heatwaves
- Extreme weather - storms and flooding
- Water insecurity
- Cyber attack
- Terrorist attack
- Civil unrest
- Mass medical emergency
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains
- Landslip/subsidence/liquefaction
- Aging population/increasing vulnerable populations

Some projects to increase our resilience already underway include:

- Increasing the Tree Canopy and Green Cover
- Trialling new materials with less embodied carbon
- Reducing building energy and water consumption
- Water recycling and harvesting

High level risks for critical assets - snapshot revised 2022

Asset Risk and What Can Happen	Possible cause	Existing controls	Risk Rating
Road Transport Network not meeting community needs	Public transport failure Footpath capacity inadequate - insufficient corridor space Safe cycleway network not completed Competing priorities with road use Inadequate freight delivery drop-off opportunities Parking impacts on public transport corridors Climatic and environmental factors e.g. increasing number of hot days	– Transport planning – Alignment with TfNSW transport and safety policies and plans – Emergency traffic response – Public domain plans – Cycling strategy – Parking Policy – Design code and technical specifications	Very High
Stormwater System Capacity – flooding of property	Historically under capacity systems due to previous design standards Rainfall intensity variations from climate change Sea level rise from climate change Population growth and densification	– Floodplain Management Policy – Floodplain Risk Management Plans – Design code and technical specifications	Medium
Parks and Open Space not meeting community needs	Population growth Increasing expectations Sports field demand Siting of utility infrastructure Demand management, competing land uses Climatic and environmental factors	– Urban renewal planning – Land dedications from new developments – Planning controls – Consultation – Design code and technical specifications	High
City Buildings and Property not meeting safety or community requirements	Fire safety, water treatment, entrapment (lifts), hazmat & vandalism Structural integrity Flooding Climatic and environmental factors e.g. increasing number of hot days Population growth	– Inspections – Contract management – Condition reports prepared – Community feedback – Planned maintenance programs	High

Maintenance, Renewal and Upgrade Costs

To assess the lifecycle costs of managing assets, it is necessary to understand the plans for and expenditure incurred to maintain those assets. A summary of the expenditure trends is shown for each category of asset and the definitions of lifecycle costs appear below.

Operational Costs

Recurrent expenditure which is continuously required to operate and manage assets e.g. management staff and associated on-costs.

Maintenance Costs

These costs are defined as repairs to assets to ensure they reach their full or expected life and include reactive, planned and preventative maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management or supervisory directions.

Planned or preventative maintenance is repair work that is identified through various means including inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Renewal or Replacement Costs

Renewal or Replacement expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential or condition. Work over and above restoring an asset to original service potential comprises upgrade/expansion or new works expenditure.

Expansion (New) Assets and Upgrade Costs

New or expansion works are those works that create a new asset that did not previously exist. Upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs and community requirements or requests. Assets may also be acquired at no cost to the City from land development.

New assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. The City will increase annual maintenance budgets to ensure sufficient maintenance funds over the life cycle of all newly created assets.

There is a risk that the significant transfer of assets will impact on the provision of future works.

Estimate of Cost to bring asset to satisfactory condition

Elements from the City's financial statements relating to Special Schedule - Report on Infrastructure Assets of the Code of Accounting Practice and financial reporting are included in this document.

The Special Schedule - Report on Infrastructure Assets includes estimates of the cost to bring our critical assets to a satisfactory standard or an agreed level of service. This replaces previous estimates of minimum condition levels to provide uniformity across reporting platforms.

The Special Schedule - Report on Infrastructure Assets contains two primary estimates for assessing the City's financial obligation relating to renewal of infrastructure assets. These are:

Estimated cost to bring to a satisfactory standard

The amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by Council and the community. Unless otherwise agreed with the community the level for satisfactory is set at Condition 3 – 'Fair'

Cost to bring to the accepted level of service set by Council

Estimate of the cost to renew or rehabilitate existing assets that have reached the condition based intervention level adopted by Council. For the City, in general terms this means any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor.

Required Maintenance

Estimate of the costs identified to perform routine activities that should be undertaken to sustain the asset in a functional state, ensuring assets reach their predicted useful life, excluding renewal. This includes operational and maintenance costs.

Actual Maintenance

Actual expenditure incurred to perform those routine activities.

Financial Summary, Projections and Projections

The summary contains the financial requirements resulting from all the information presented in the previous sections of the Asset Management Plan. These projections will be refined as updated information becomes available. There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by the asset category. They are:

• Long-term life cycle costs based on historical trends and for the full useful life of the asset.

• Medium term lifecycle costs over the 10 year financial planning period contained in the Long Term Financial Plan.

Estimates of each are shown for the critical asset classes.

Life Cycle Costs

Whole of Life costs are the costs that contribute to the overall cost of providing the asset from design, acquisition, construction, maintenance and demolition or disposal phases.

Asset Consumption Costs

Asset Consumption Costs are the average annual costs that are required to sustain the service levels over the life of the asset after the asset has been commissioned.

These include the ongoing operational and maintenance costs and average annual asset consumption (sometimes referred to as depreciation expense).

This provides an estimate of the theoretical spend required to keep the asset in a satisfactory functioning state over the full useful life period.

Asset Consumption Costs are calculated using the general methodology:

$$\textbf{Average Annual Asset Consumption} = \frac{\text{Replacement Value of the Asset}}{\text{Expected Life of the Asset (how long will it last)}}$$

Into

$$\frac{\text{Required Operational Costs + Required Maintenance Costs + Average Annual Asset Consumption}}{\textbf{Asset Consumption Costs}}$$

The Table below provides an example of how the Asset Consumption Cost is calculated

Asset Type	Replacement Value	Useful Life	Average Annual Asset Consumption	Required Operating Cost	Required Maintenance Cost	Asset Consumption Cost
Stormwater Pit	$10,000	100yrs	$100/yr	$500/yr	$100/yr	**$700/yr**
Park	$5,000,000	25yrs	$200,000	$5,000	$15,000	**$220,000/yr**

Estimated Operational, Maintenance, Renewal and Replacement Costs

The amount that the City is currently spending or budgeting to renew or replace an asset, including the planned ongoing operational and maintenance expenses and planned capital renewal or replacement expenditure. The calculation is as follows:

Budgeted Operational Costs +

Budgeted Maintenance Costs +

Budgeted Renewal or Replacement Program

Estimated Operational, Maintenance, Renewal and Replacement Costs

Sustainability Index

The ratio of the Estimated Operational, Maintenance, Renewal and Replacement Costs over the Asset Consumption Costs to give an indicator of sustainability in the asset's service provision. Planned or replacement expenditure will vary depending on the timing of the renewal project and is often incorporated into projects upgrading the asset.

$$\textbf{Sustainability Index} = \frac{\text{Estimated Operational, Maintenance, Renewal and Replacement Costs}}{\text{Asset Consumption Costs}}$$

A Sustainability Index in excess of 0.9 (90%) over a ten year period is generally considered sustainable using industry benchmarks.

The Building and Infrastructure Asset Renewal Ratio benchmark is set by the Office of Local Government to be in excess of 1.0 (100%).

Any difference between Asset Consumption Costs and Estimated Renewal or Replacement Costs provide a guide as to whether funding for the asset renewal matches the theoretical estimate of the consumption or decay of the asset.

Updated data and modelling will be included in future revisions of the Community and the detailed Asset Management Plans are continually being revised to include updated data and modelling

Information contained in the models address any gap identified in the Special Schedule-Report on Infrastructure Assets estimates of the cost to bring our critical assets to a satisfactory standard.

Critical Assets

Scope

Integrated Planning and Reporting defines assets which are essential for councils operations as critical assets. These are those for which financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation.

Assets groups which the city define as critical and included in the Community Asset Management Plan are:

- Road Network – including carriageways, footpaths, kerb and gutter, cycleways, bridges (pedestrian and vehicular);
- Stormwater Drainage – including pits, pipes, culverts, open channels, stormwater quality improvement devices;
- Parks and Trees – including parks improvements, turf, garden beds, parks and street trees, water recycling and reuse systems, water features, habitat corridors and trees within Council properties;
- Property – including corporate, community, investment/strategic, public domain buildings and the Sydney Town Hall.

It is acknowledged that some asset categories not included in the Community Asset Management Plan may be considered critical by interested parties.

The critical asset groups identified account for approximately 90 per cent of all asset value (excluding land).

Summary information for the critical asset classes are contained in this report. The data is based on the information contained in Community Asset Management Plan Section. The City has utilised the Asset Management Framework, the NAMS.PLUS3 methodology and the best available data to prepare this summary information.

The City publishes a ten year capital works program summary as part of its Long Term Financial Plan incorporating asset renewal programs as linked to the detailed asset management plans. The prioritisation of works within that program will be reviewed is updated as the analysis of condition data is completed.

The detailed asset management plans will continue to be refined, particularly as updated information becomes available through the completion of data collection projects.

Road Network Assets

Background

The City provides a road network in partnership with the Roads and Maritime Services and neighbouring councils to enable safe and efficient pedestrian and vehicular movements.

A significant proportion of the City's road network assets have been in existence for many years. These assets have originated from a combination of council construction and development activity by private or other public authorities within the area.

The road network assets assessed in this Plan include:

- Road Pavements (including cycleways)
- Footpaths
- Kerb and Gutters
- Bridges for both pedestrians and road users

In this plan cycleways are included in the road pavement or carriageway. Future revisions will separate cycleways from roads as the data becomes available and the broader cycleway network is completed.

For the purposes of the Community Asset Management Plan, bridge information, valuation and modelling have been included as it forms a critical part of the road and footpath network. However, individual Detailed Asset Management Plans for structures, which includes bridges, cliffs and retaining walls are being prepared because of the different maintenance and renewal requirements for bridges by comparison to roads and footpaths.

A survey of inventory and condition of the road surface associated traffic facilities is underway. An inventory of footpath and kerb and gutter network was last completed in 2019.

A bridges and major structures inventory and condition survey was completed in 2021. An audit and condition survey of parks structures e.g. retaining walls, and pedestrian underpasses was completed in 2021.

The City receives grant funding from both the Federal and State Governments to assist in the management, maintenance and operation of the City's road infrastructure, which is a fundamental part of the NSW transport network.

It is anticipated that ownership of a number of roads will be transferred to the City from State Government entities within the next ten years. Negotiations relating to the terms of any such transfers are ongoing, but it is expected that whilst already constructed and operational, ongoing maintenance requirements of these assets will add to the City's commitments.

The Green Square Urban Renewal is expected to create additional infrastructure in the order of 150,000 square metres of road and footway and 16km of kerb and gutter. Further handover from other urban redevelopment sites and other government authorities are expected in the next 12-24 months. This will add demands on the provision of infrastructure services

City considers cycling as an important means of transport and has provided the following infrastructure:

- Physically separated permanent cycle paths – approximately 19.5 km.
- Pop-up cycle paths (constructed in 2020 as a Covid-19 response measure) – approximately 7.2 km.
- On-road cycle lanes (delineated by pavement markings) – approximately 37.28km

2.7km of cycleways are currently being delivered and will continue to provide an active safe mode of transport.

.

Road Assets - Inventory

Asset Category	Quantity	Replacement Value ($M)
Road Surface	330 km	
Road Base	2,899,159 sqm	775.2
Separated Cycleway	19.5 km	
Footpaths	1,805,053 sqm	575.1
Kerb and Gutter	639,021 m	328.4
Traffic Facilities –, Thresholds, Medians, Traffic Islands, Speed Humps, Roundabouts	2,204 items	24.3
	TOTAL	**1,703**

Road Assets - Inventory - Structures

Asset Category	Quantity	Replacement Value ($M)
Steel/Concrete/Composite Bridges	40	104.0
Timber Bridges	4	2.4
Cliffs	140	
Steps/Stairs/Ramps (on Road Reserve)	106	1
Retaining Walls	642	1.1
Sea Walls	2.7km	Included in Parks Value
Jetties/Pontoons	4	Included in Parks Value
Fences	289	Included in Parks Value
	TOTAL	**108.5**

Jetties/Pontoons and Fences replacement values are accounted for within Parks and Open Space valuations.

Asset Inventory – Street Furniture

Asset Category	Quantity	Replacement Value ($M)
Smartpoles	2,661	103.3
Lighting	8,440 Lights, 4,200 Poles	36.4
Bins	818	16.6
Cycling Parking	1,539	
Information Stands	296	
Kiosks	1	
Seats	890	
Shelters	617	
Tactile	2190	
Permanent Survey Marks	3,306	3.3
Wayfinding/Legible Sydney Signs	3,950	8.8
	TOTAL	**168.4**

Note: Parking meters are not included in this asset plan as they are treated as equipment rather than civil infrastructure



Image: Rainbow crossing, corner Bourke St and Campbell St Darlinghurst

Road Assets - Levels of Service

Current

Community Levels of services used by business units to gauge community satisfaction.

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Quality	Road surface, footpaths, kerb and guttering provides smooth surface/ride appropriate to location, function and road type and speed limits	Customer/ community satisfaction	75% satisfaction level in community survey (Roads and Footpaths)	Achieved – greater than 75% satisfied in last Community Survey (Roads and Footpaths)
Safety	Assets are free from hazards and significant deficiencies	Issues/defects identified	Number of road pavement issues/ defects reduced from previous year	Road defects: • 1451 in 2016/17 • 916 in 2017/18 • 1145 in 2018/19 • 1176 in 2019/20 • 1100 in 2020/21 Footpath defects: • 4501 in 2016/17 • 3698 in 2017/18 • 3309 in 2018/19 • 2769 in 2019/20 • 2701 in 2020/21 Kerb and Gutter defects: • 679 in 2016/17 • 380 in 2017/18 • 442 in 2018/19 • 231 in 2019/20 • 270 in 2020/21

During the Covid-19 pandemic and major lockdown periods, there was a significant reduction in the number of pedestrians and pedestrian movement across the City's public domain areas. As a result, there was a decline of reported condition defects for the footway and kerb categories.

Technical Levels of service and intervention level refers to the condition rating and the time when the assets should be ideally be renewed.

Asset Category	Key Performance Category	Intervention Level	Action
Road	Condition	4	Renewal
Footway	Condition	4	Renewal/Upgrade
Kerb and Gutter	Condition	4	Renewal
Bridges	Condition	4	Renewal

Future

A comprehensive review of all service levels, including inspection frequency, intervention levels and response times, for all civil and stormwater assets is continuing. The review will drive changes to maintenance and renewal activities to provide a level of service that is reflective of community expectations and resource availability.



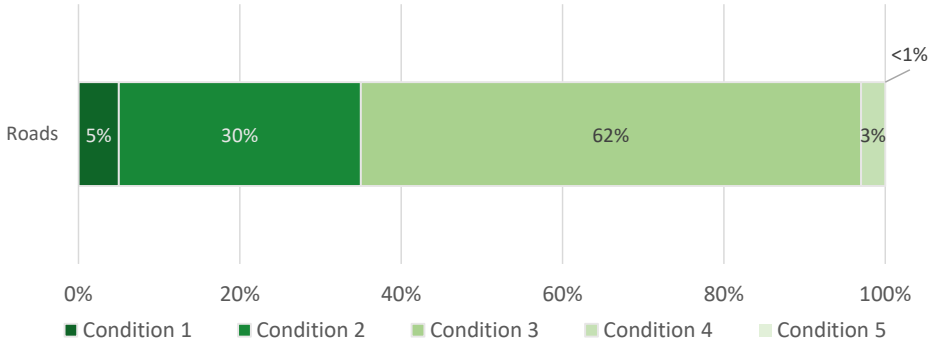


Images: Eglinton Road, Glebe Footway Renewal Works 2021

Road Assets - Lifecycle Management

Current Condition - Roads

The chart below shows the distribution of road surface assets. Photographs of road surfaces provide a guide to what Condition 1 – Very Good and 5 – Very Poor look like.



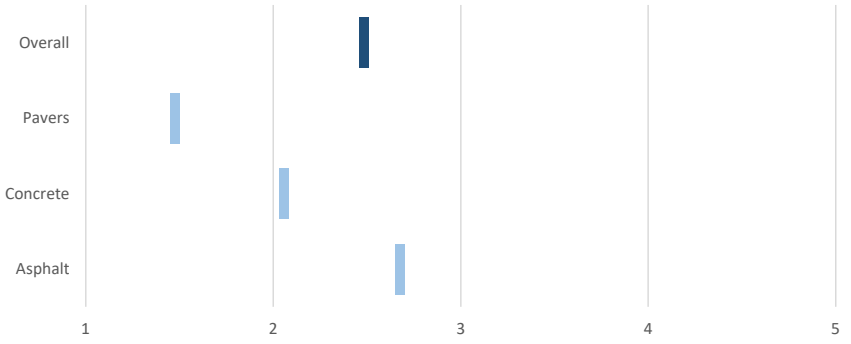


Condition 1 – Very Good



Condition 5 – Very Poor

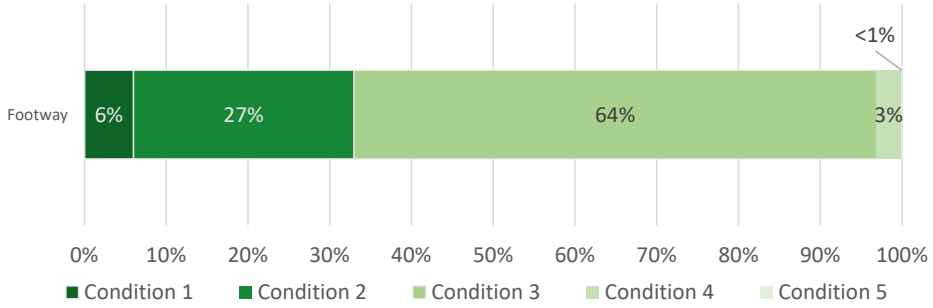
This chart shows the average condition of each of the road surface materials.



Road Inventory and condition updates were completed for the road carriageway network in 2017/18. Desktop condition ratings have been conducted yearly after 2017/18. The overall condition of the road surface is a 2.46 and less than 4% of the road network falls within categories 4 or 5. Any road surface asset rated a condition 4 or 5 has been or is under investigation and, subject to final assessment, will be included in the works program in the next 3 years.

Current Condition - Footway

The chart below shows the distribution of footway assets. Photographs of footway surfaces provide a guide to what Condition 1 – Very Good and 5 – Very Poor look like.



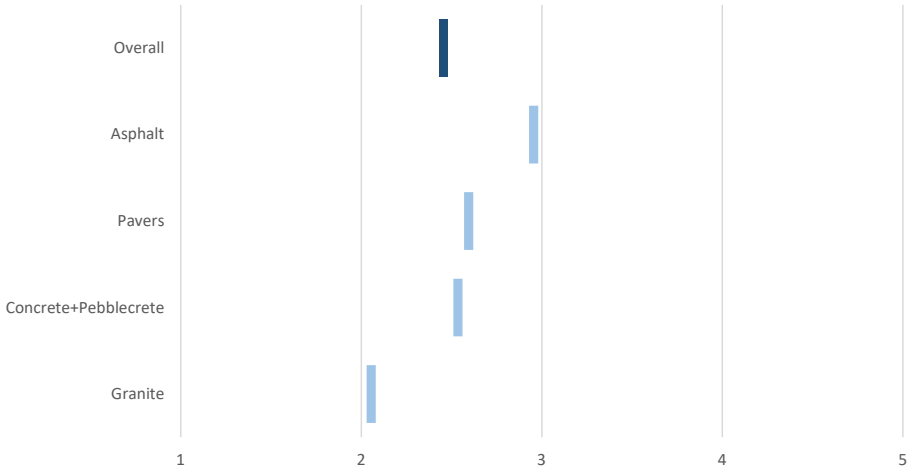


Condition 1



Condition 5

This chart shows the average condition of each of the footway materials

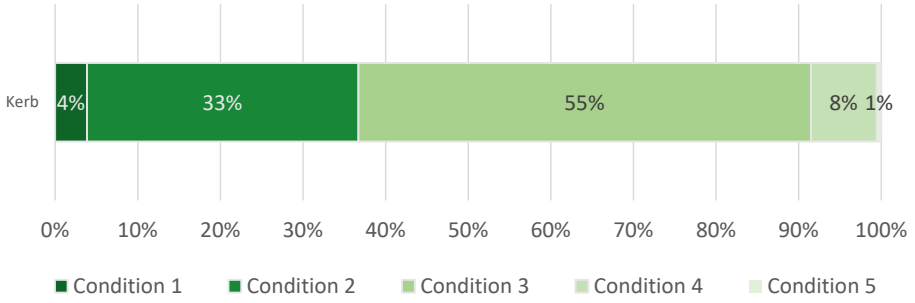


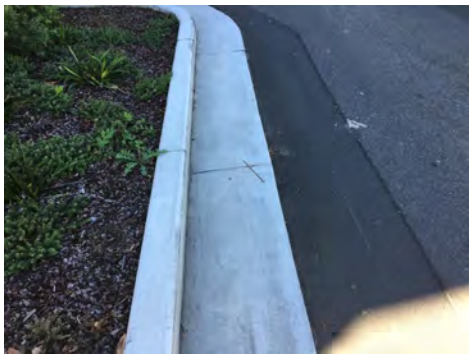
A footpath and kerb and gutter assets verification and condition collection was completed in 2019. Desktop condition ratings have been conducted after 2019. This demonstrates the overall condition of the footway network is footway is a 2.43 and less than five per cent of the road network falls within condition categories 4 or 5. Any footway asset rated a condition 4 or 5 has been or is under investigation and, subject to final assessment, will be included in the works program in the next one to three years.

Desktop condition ratings have been conducted after 2019.

Current Conditions – Kerb and Gutter

The chart below shows the distribution of condition assessments for kerb and gutter assets. Photographs of kerb and gutter provide a guide to what Condition 1 – Very Good and 5 – Very Poor look like.



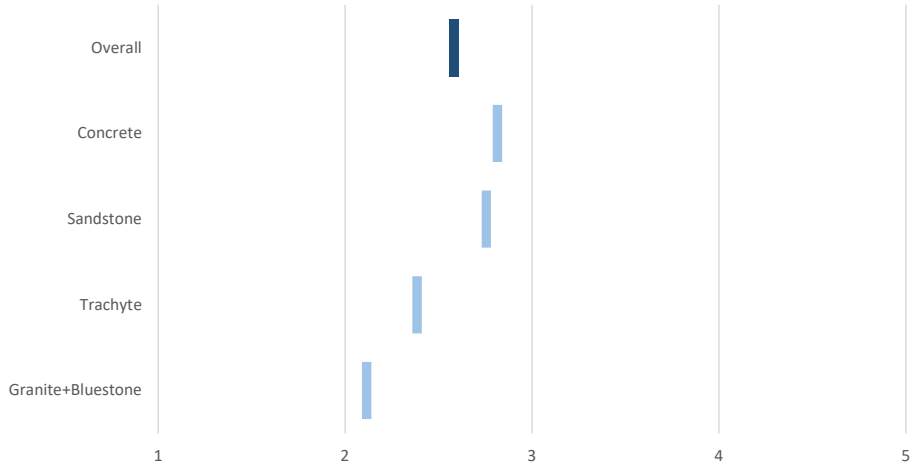


Condition 1



Condition 5

This chart shows the average condition of each of the footway materials by area



Similar material types have been consolidated into groups. A kerb and gutter asset verification and condition collection exercise was completed in 2019. Desktop condition ratings have been conducted after 2019. The graphs demonstrates the overall condition of the kerb and gutter network has an overall condition of 2.56 and less than approximately 9% of the network falls within categories 4 or 5. Any kerb and gutter asset rated a condition 4 or 5 has been or is under investigation and subject to final assessment, will be included in the works program in the next one to three years.

The reuse and slower degradation of natural kerb stones lengthens the useful life. Therefore conditions are generally consistent on a yearly basis.

Asset Valuations

Listed below are written down value (depreciated value) and calculated Average Annual Asset Consumption used in the lifecycle and sustainability calculations.

Asset Type	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Road Surface	237,446	154,877	6,990
Road Base	537,895	476,545	614
Footway	575,169	372,922	8,078
Kerb and Gutter	328,422	203,676	2,810
Bridges	106,442	57,423	106
Total	**1,787,661**	**1,265,443**	**19,556**

Figures are $k

Lifecycle Costs

The table below shows the trend in the last 5 years in infrastructure expenditure for the road network. Operational and maintenance expenditure is obtained from the Business Unit operational budgets and the renewal, upgrade and new expenditure from the capital work program reports. The 5-year average is the basis for the long term lifecycle costs.

Year	Operating/Maintenance	Renewal	Upgrade	Expansion
2016/17	9,829	13,620	14,307	20,689
2017/18	10,149	12,132	10,413	9,247
2018/19	10,160	12,760	10,394	10,182
2019/20	10,063	19,919	19,544	26,880
2020/21	10,096	21,039	34,146	18,338
5 Year Average	**10,059**	**15,894**	**17,761**	**17,067**

Figures are $k

Increased expenditure in upgrade and expansion in the last two to four years is due to the ongoing roll out of the City's cycleway network and the development of Zetland Avenue. The lower renewal amount for 2015-2019 reflects the increased focus on the George Street light rail project.

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2021 in accordance with the Code of Accounting Practice and financial reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2020/21 Required Maintenance	2020/21 Actual Maintenance
Roads	Sealed Roads – surface course	508	1,189	3,088	3,366
	Sealed Roads – base structure	4,519	5,649	174	165
	Bridges	0	0	145	138
	Footpaths	2,036	4,725	5,010	5,256
	Kerb and Gutter	3,145	6,336	1,234	1,171

Figures are $k/yr

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.



Image: Council staff renewing a footway

Road Assets - Financial Summary, Projections and Sustainability

Long Term – Lifecycle costs based on current expenditure

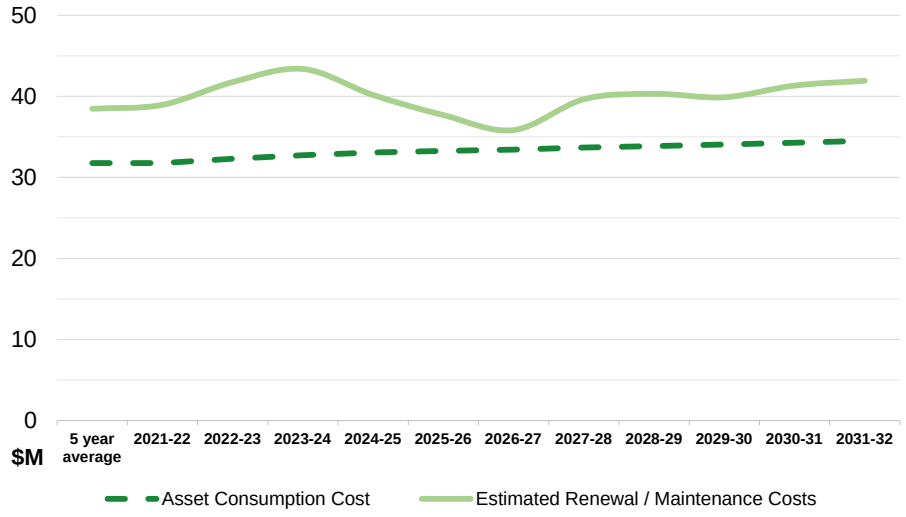
The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
31,769	**31,999**	**-230**
What we should be spending	What we are spending	

Figures are $k/yr

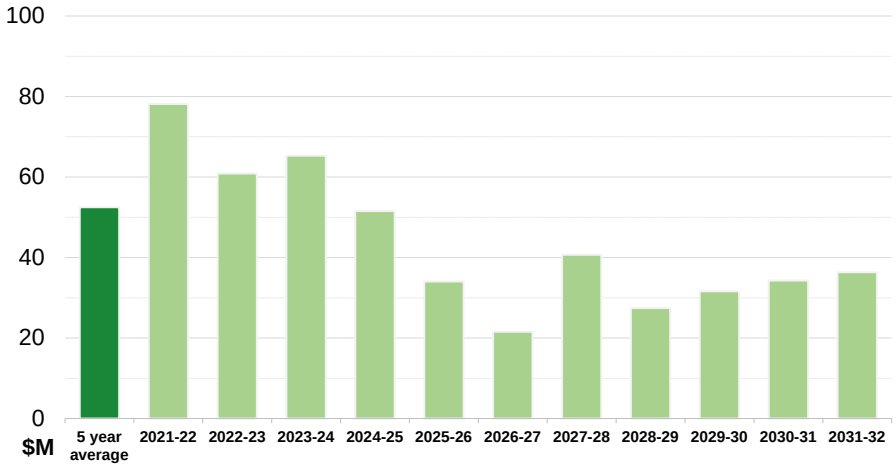
Medium Term – 10 year financial planning period

This chart shows the relationship between the Asset Consumption Costs and the funded Long Term Financial Plan for estimated Operational, Maintenance and Renewal and Replacement costs.



The delivery of new assets is the primary reason for the change in the asset consumption cost line.

The chart below shows the proposed Upgrade and Expansion Expenditure as shown in the current Long Term Financial Plan



The increase spending for the next 2 years term is due to City South Pedestrianisation and upgrade works within COVID 19 stimulus projects approved in June 2020

This table shows the estimate of the Average Asset Consumption Costs, the Estimated Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
10 year projection calculated	10 year projection budgeted		10 Year period
33,363	**40,084**	**6,721**	**1.20**
What we should be spending	What we are going to spend		Ratio of what we going to spend to what we should be spending

Figures are $k/yr

Road Assets - Environmental Summary, Projections and Sustainability

The City's road network assets generate operational carbon emissions via the provision of street lighting and pedestrian lighting. As of 2021/2022 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of the road network. Emissions associated with fleet and contractor fuel use for road asset management activities are included in the City's total carbon reporting, however we are not able to reliably attribute these emissions to road maintenance activities.

Therefore, there are zero operational emissions associated with this asset class. This is expected to be maintained over the period covered by our Environment Strategy 2021-2025.

The Asset Emissions Forecast captures the impact of planned projects on our future emissions. It also tracks the effect of energy efficiency projects which will continue to be delivered as a core tactic for our ambition to be a net-zero organisation.

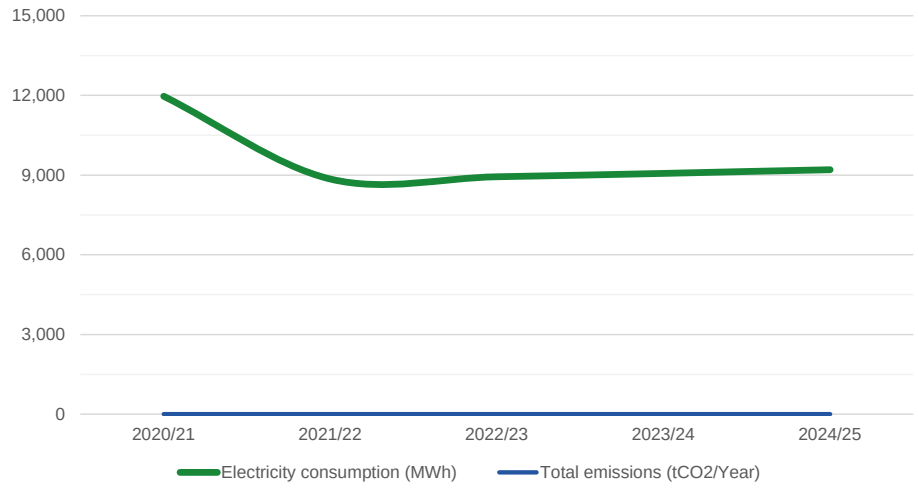
The forecast predicts that electricity consumption associated with street lighting will decrease in the next three years due to an LED streetlight replacement program being delivered in partnership with Ausgrid. The planned installation of additional pedestrian lights from 2022/23 onwards will marginally increase electricity use. This increase will not impact our overall operational emissions as the City's electricity supply is 100% renewable.

Error! Reference source not found. and **Error! Reference source not found.** show the change in electricity use for the reporting years of the Environment Strategy.

Deleted: Table 1

Deleted: Figure 1

	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	11,966	8,855	8,939	9,066	9,205



Concluding Remarks

The estimates contained in the Charts and Table indicates that the City has budgeted to renew road assets at a sustainable rate over the next ten years and is addressing the maintenance and renewal requirements and the Special Schedule - Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

The increase in renewal work for the 2021/22 period is due to the George Street Pedestrianisation project and delivery of separate cycleways. These works represent a large dollar value within the renewal and upgrade works budgets. This large amount has increased the average budget over the ten year period and has temporarily increased the planned average spend over the next ten years.



Image: Geddes Ave Cycleway, Zetland. City of Sydney 2021

Stormwater Drainage Network Assets

Background

The City of Sydney operates an extensive stormwater drainage network that is connected to Sydney Water and other statutory authority infrastructure. The network has been in place in some areas for more than 100 years.

When a large part of the City Centre was originally developed, the stormwater drainage network was built by Sydney Water and the City of Sydney. Typically, in suburban areas, Sydney Water would operate the large canals or trunk lines into which local stormwater would flow. However, within the City area, both large and small stormwater infrastructure is spread between the organisations.

Some 80% of the stormwater network is owned by the City with about 15% owned by Sydney Water and the remainder by other authorities.

This is a unique situation that leads to issues surrounding ownership and responsibility for assets.

A program is in place to update the stormwater drainage inventory and condition data including full CCTV analysis of the capacity and condition of the City owned pipes and pits. This program is heading towards completion.

A preliminary analysis of completed areas included in this document. To date condition assessment of approximately 70% of the network has been completed.

The analysis of the completed areas suggest that average structural condition of the network is likely to be between 2.1 and 2.5.

Valuation information was updated in 2017 to reflect the more accurate information available through the data collection. The City's drainage asset base will be updated in future revisions of the plan as condition information and other information, particularly relating to ownership of pipes and pits, becomes available.

Further analysis of the CCTV data and follow up field investigation is required, particularly in the condition assessment, of the completed area pipe assets and the ownership profile.

The City has prepared a five year renewal program developed in accordance with relevant standards including all pipes in the collected area in condition 4 or 5 in the priority renewal works schedule. The plan will be reviewed following full analysis of the stormwater drainage inventory and condition data. Usually renewal works are undertaken where assets have suffered damage, often by tree root infiltration, collapsed stormwater pipes or at identified flooding locations to provide increased hydraulic capacity.

Provisions for the renewal program and considerable capacity upgrade projects have been incorporated into the Long Term Financial Plan.

Floodplain risk management studies will largely determine the renewal and replacement priorities based on risk. The 10 year drainage renewal program will be subject to amendment based on ongoing risk assessments.

Stormwater assets have an extremely long useful life and provide challenges to examine their condition on a regular basis. The City is committed to upgrading the condition and capacity of the stormwater network as demonstrated by the flood plain risk management studies completed and current stormwater planned works.

The creation, acquisition and upgrade plans will be driven by the new floodplain risk management studies and implementation plan.

A draft implementation plan has been prepared for all floodplain management items listed in the City's eight floodplain risk management studies and plans. This plan has formed the basis of our 5 year, 10 year and long term development plans for expenditure and the programming of construction of flood mitigation works including planning options such as the re-evaluation of Council's Interim Floodplain Management Policy.

Significant new and upgraded stormwater assets will be delivered in the next ten years. Trunk drainage works in Green Square costing $140M was recently completed.

Currently we are developing a stormwater quality study (MUSIC) which predicts the performance of stormwater quality management systems. The output allows the City to create plans for stormwater hydrology and pollution impacts. The City will increase annual maintenance budgets to ensure sufficient maintenance funds over the life cycle of all existing underperforming assets and make provision for new pollution devices where applicable.



Image: Sydney Park Wetlands, Sydney Park, St Peters

Stormwater Assets - Inventory

This table shows the range, extent and asset replacement cost for the drainage assets detailed in the Community Asset Plan, together with some associated infrastructure for reference purposes.

Asset Category	Quantity	Replacement Value ($M)
Stormwater Pipes	180km	283
Stormwater Pits	12,390	111.8
Open Channels	100m	0.1
Box culverts	7.4 km	31.8
Stormwater Quality Improvement Devices		
Gross Pollutant Traps	42	1.7
Raingardens	249	2.8
Total		**431.2**

Stormwater Assets - Levels of Service

The table below shows some important community levels of service used by Business Units to gauge community satisfaction. A comprehensive review of all service levels, including inspection frequency, intervention levels and response times, for all civil and stormwater assets is continuing. The review will drive changes to maintenance and renewal activities to provide a level of service that is reflective of community expectations and resource availability.

Current

Community Levels of services used by business units to gauge community satisfaction.

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Quality	To service the needs of the community and Council to an appropriate standard (i.e. minimise local flooding and ponding)	Yearly total of customer service requests and letters	Maintain parity or reduce number of customer requests from previous year	Requests per year: 1055 - 2016/17 654 – 2017/18 826 – 2018/19 707 – 2019/20 623 – 2020/21
Function	Stormwater system to be of suitable condition and capacity to	Response time to requests for clearances of	Respond to requests for clearance of blockage causing	Achieved 2020/21 (335 enquiries

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
	convey required flow	blockages causing flooding	flooding within 48hrs	
Safety	Absence of significant health safety hazards	Response time to Work Health and Safety issues or reports and public safety complaints received through customer service requests	Dangerous hazards or public safety matters are responded to and made safe within 48hrs	Achieved 2020/21 (201 enquiries)
Environmental	Improve stormwater quality that is discharged into receiving waters	Number of trapped gully pits cleanings	950 units cleaned per annum	1,590 - 2016/17 1,052 - 2017/18 1,044 – 2018/19 800 – 2019/20 912 – 2020/21

Stormwater assets are designed for average weather conditions. Stormwater assets are not designed for prolonged weather events such as extended high rainfall (flooding) and prolonged drought (trapped pits needing top up and not cleaned). The statistics over time may reflect where such conditions have been experienced.



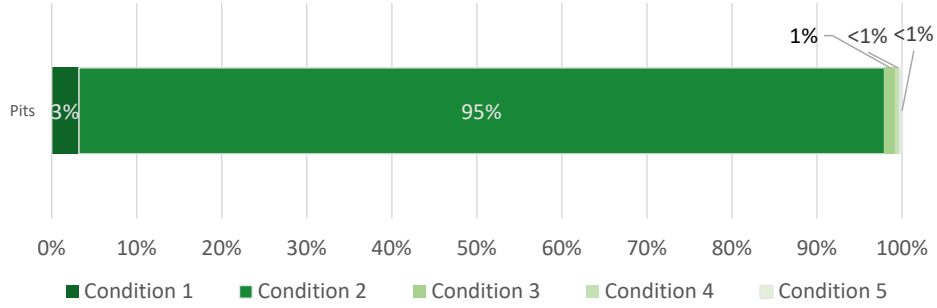
Image: Sydney Park water reuse scheme, Sydney Park, St Peters

Stormwater Assets - Lifecycle Management

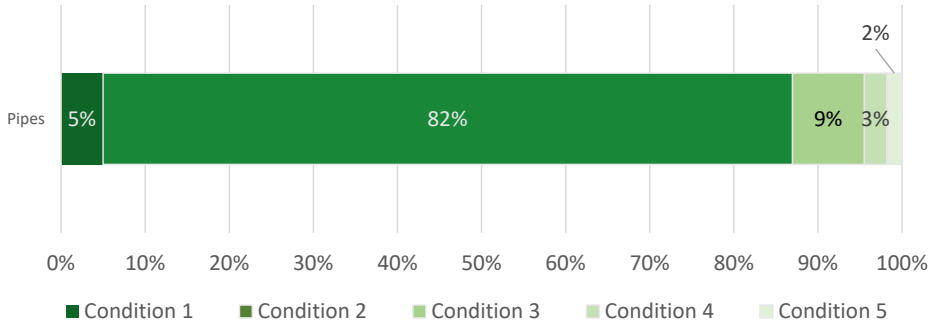
Asset Condition

The condition charts below show the overall condition of pits and pipes in the completed collection area. The completed collection area represents about 70% of the network but needs to be fully analysed prior toa final average condition can be issued.. The initial observation is that the pit conditions are generally very good with some issues with the pipe network. Variability in the condition assessment from year to year will occur as the assessment sample size increases. The City has included all pipes in the sample area in condition 4 or 5 in the priority renewal works schedule.

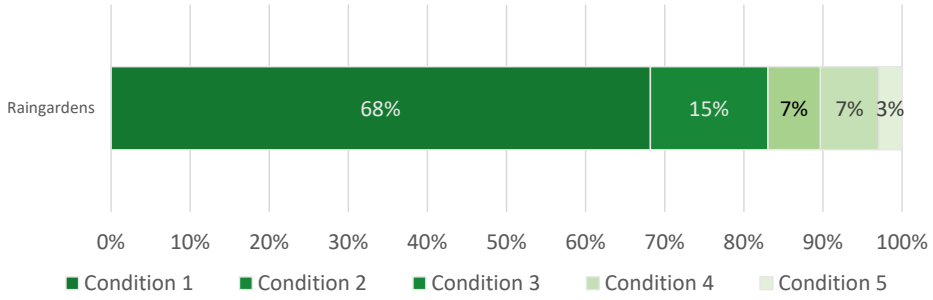
The chart below shows the distribution of condition of the stormwater pit assets.



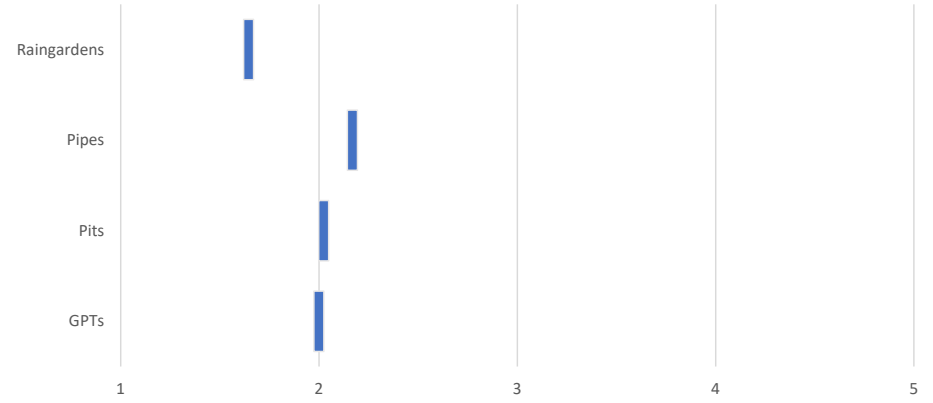
This chart shows the distribution of conditions of the stormwater pipes assets



This chart shows the distribution of conditions of the raingardens assets



This chart shows the average condition of each of the stormwater categories. There is no overall condition as the four drainage asset types listed are distinct asset types and can't be summarised across the stormwater drainage asset group



Asset Valuations

Listed below are written down value (depreciated value) and calculated Average Annual Asset Consumption used in the lifecycle and sustainability calculations.

Asset Type	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Pipes / Channel / Culverts	314,860	220,850	2,935
Pits	111,849	76,867	1,064
GPTs / Raingardens	4,569	2,275	300
Total	**431,278**	**299,992**	**4,299**

All figures are $k

Lifecycle Cost

The table below shows the trend in the last five years in infrastructure expenditure for the stormwater drainage network. Operational and maintenance expenditure is obtained from the Business Unit operational budgets and the renewal, upgrade and new expenditure from the capital work program reports. The five year average is the basis for the long term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2016/17	2,574	3,371	9,307	13,492
2017/18	3,203	2,839	7,206	8,383
2018/19	3,400	1,206	1,202	938
2019/20	2,489	1,430	441	321
2020/21	1,938	3,302	1,146	331
5 Year Average	**2,721**	**2,430**	**3,860**	**4,693**

Figures are $k

The upgrade and expansion expenditure was higher from 2016 to 2018 due to the Green Square Trunk Drain and Water reuse and the Sydney Park Water reuse projects.

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2021 in accordance with the Code of Accounting Practice and financial reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2020/21 Required Maintenance	2020/21 Actual Maintenance
Stormwater Drainage	Stormwater Drainage	9,650	9,650	2,854	1,938

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Stormwater Assets - Financial Summary, Projections and Sustainability

Long Term – Lifecycle costs based on current expenditure

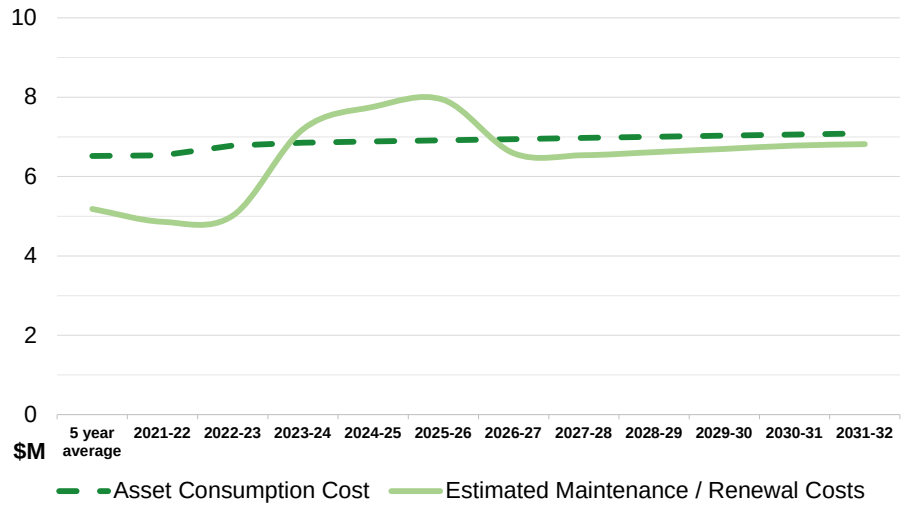
The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
6,534	**5,240**	**-1,294**
What we should be spending	What we are spending	

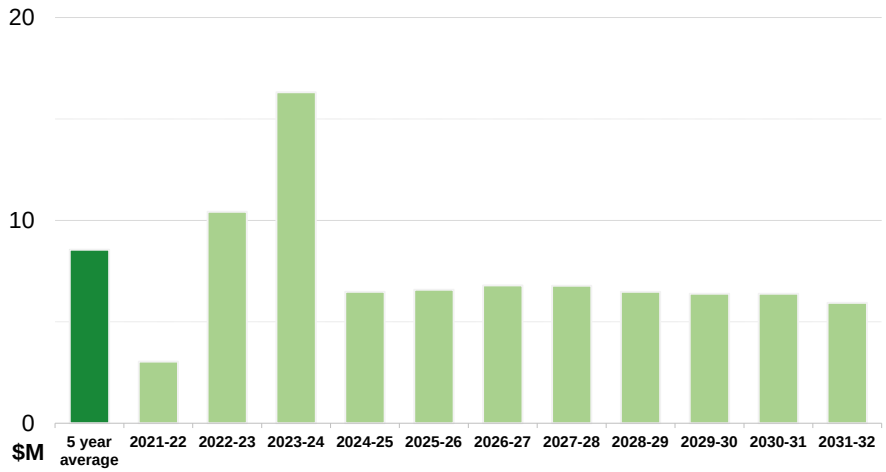
Figures are $k/yr

Medium Term – 10 year financial planning period

This chart shows the relationship between the Asset Consumption Costs and the funded Long Term Financial Plan for estimated Operational, Maintenance and Renewal and Replacement costs.



The chart below shows the proposed Upgrade and Expansion Expenditure as shown in the current Long Term Financial Plan.



This table shows the estimate of the Average Asset Consumption Costs, the Estimated Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
10 year projection calculated	10 year projection budgeted		10 Year period
6,915	**6,618**	**297**	**0.96**
What we should be spending	What we are going to spend		Ratio of what we going to spend to what we should be spending

Figures are $k/yr

Concluding Remarks

The charts indicate that the City has committed significant funding to the renewal and expansion of the Drainage infrastructure in the next 10 years with substantial amounts being allocated to upgrading the network in accordance with the floodplain risk plans and Model for Urban Stormwater Improvement Conceptualisation (MUSIC) modelling. The modelling will be updated in future revisions and the detailed asset management plan for stormwater drainage.

Another contributing factor is the discovery of poor and very poor pipes via CCTV inspections, this will result in new renewal works in the near term.

The asset consumption chart, which includes maintenance and renewal estimates reflects the large impact from relatively small amounts of funding for renewal. Drainage assets have a particularly long life with a relatively low average asset consumption cost and so a small change to renewal in any one year (say $1,000,000) has a marked effect on the chart appearance.

The City recognises renewal and expansion of stormwater drainage infrastructure is an important priority. Additional funds are being allocated to resolve flooding and water quality problems.

The estimates indicate that the City has budgeted to renew the drainage assets at a sustainable rate and is addressing the renewal requirements and the Special Schedule - Report on Infrastructure Assets requirements consistent with the Office of Local Government performance measures.



Image: Mary O'Brien Reserve, Zetland

Parks, Open Space and Tree Assets

Background

The City's parks, open spaces and trees are one of the community's most loved assets with hundreds of thousands of residents and visitors using our parks daily. The size of the park and open space network is approximately 200 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.

The City is also responsible for the care, control and management of many Crown Reserves, including Hyde Park, Victoria Park, Prince Alfred Park and Bicentennial Park.

The City's tree population consists of over 46,000 trees, located throughout the streets, parks and open spaces and City properties.

The Community Asset Management Plan includes parks and open spaces, together with trees (park and street) in the modelling. However, separate Detailed Asset Management Plans are being prepared for parks and open spaces and trees (park and street) because of their different maintenance and renewal requirements.

Parks and Open Spaces – Considerations

In excess of 3.4 Ha of park and open spaces have been added to the City in the previous 5 years through the development process. The recent additions include Harold Park, Walaba Park, Chippendale Green, Mary O'Brien Reserve, the Western Block, Gunyama Park and some small parks around Green Square. While these parks and open spaces are already constructed, the ongoing maintenance will add to the City's ongoing commitments.

Negotiations also continue for the handover to the City of a number of significant parks and open spaces from the State Government which are anticipated in the next few years. The ongoing maintenance requirements of these assets will add to the City's commitments.

Projected growth in the Park network area (from 206 hectares in 2018/19 to 215 hectares in 2021) will impact on resourcing and ongoing maintenance and renewal activities.

Many of the key urban renewal areas, in particular the Green Square Urban Renewal Project will create large additional parks and open spaces, adding to additional renewal and maintenance costs. Gunyama Park and nearby Aquatic and Recreation Centre is an example. Major refurbishments of Hyde Park, Belmore Park and Perry Park are planned in the medium to long term and are included in the Long Term Financial Plan. Recent developments on a number of new and renewed assets in Green Square were completed in the past 12-24 months.

There is a continual increase in the number of street trees, streetscapes and traffic treatments being developed as part of the Greening Sydney program, cycleway, and various other road and footway renewal programs. Additional assets and technologies are being developed to manage storm water harvesting. Resourcing to support, manage, and maintain these assets will be required in future years.

The development of synthetic sports fields within the City will present a new asset type that will require new approaches to maintenance of those assets and associated facilities.

Playground equipment, softfall, shade sails and associated infrastructure require replacement and minor upgrade works to ensure that identified playgrounds remain safe and fit for use, minimising risk to the City and providing increased amenity for children and their carers. The program for replacement of playgrounds is determined following a report from an external playground assessor itemising the remaining useful life for each playground.

Major community events in parks and open spaces place considerable stress on the parks that can result in expensive repair programs. Assessment of these events and their impact on service levels is ongoing.

During the pandemic the increase use of parks impacted services levels in particular in the waste collection and inspection areas. With the recent increased rain frequency and quantities this has created challenges with mowing and turf maintenance.

Parks that have been identified with a condition rating of 4 or 5 are included in the preparation of the annual works program. Some are specifically included in the Long Term Financial Plan and some addressed through allocation of provisional renewal funding.

Trees – Considerations

The extensive urban renewal projects across the local government area, including Green Square, the Ashmore Precinct and Harold Park, include new streetscapes and street tree assets. Best practice design and construction is being applied, with the trees now in highly engineered environments. Resourcing to support, manage and maintain these assets will be required in future years.

Major upgrade tree related projects planned in the next 5 to 10 years include:

- Greening Sydney Strategy– with targets to increase canopy cover
- Urban Forest Strategy
- Street Tree Master Plan implementation (e.g. in road tree planting);
- Cycleway and public domain project installation/upgrades;
- Hyde Park, Central Avenue tree replacement program.

Unlike engineered assets, the tree asset network does not have an upgrade component, only maintenance, renewal or expansion, with the timeframe for tree replacements difficult to predict with certainty. The life span of trees varies according to the species, location and local environmental factors. As such there is no formal renewal plan, but a provisional amount for the replacement of 700 trees annually based on current practices and trends, together with new tree allocation in the Long Term Financial Plan.

The ongoing improvement to the tree asset condition and maintenance data should permit the development of more structured renewal plan. This would assist with the City's urban forest co-ordination, to enable enhanced asset turnover.

The City is enabling the improved management through implementation of tree management condition assessment and maintenance activities using a mobile application and using that data to create advanced models and reporting dashboards.



Image: City of Sydney staff plant shrubs in Sydney Park, Sydney Park, St Peters

Parks and Trees Assets – Asset Inventory

The table below shows the range, extent and asset replacement cost for the parks and open space and tree assets detailed in the Community Asset Plan, together with some associated infrastructure for reference purposes.

Asset Category	Description	Quantity	Area (Ha)	Replacement Value ($M)
Iconic	Parks that are of cultural and historical significance, or of a significant size or prominent location. These parks have a high visitation from the community and visitors e.g. Hyde Park.	22	110.9	276.7
Neighbourhood	Larger parks within villages and suburbs that have high visitation and have increased levels of amenity and infrastructure. These include facilities such as sports fields with playgrounds and toilets e.g. Alexandria Park.	40	28.8	130.9
Pocket Park	Local parks or street closures, generally small in size that provides informal recreational areas serving surrounding residents. Some limited facilities may be provided e.g. Millard Reserve.	288	32.9	107.5
Streetscapes & Traffic Treatments	Landscaped areas within the road reserve In particular on footpaths, nature strips, roundabouts and traffic blisters	1553	2.4	39.7
Sportsfields	Areas of landscaped turf purposed for club and professional sport games and training.	15	14.1	26.8
	Total	**1,918**	**210.8**	**581.6**
TREES				
Park	Contained within parks and open spaces	13,440		34.5
Street	Contained in the road reserve and footpaths	33,440		85.2
Property	Contained within Council properties like Childcare, Community Centres	649		Value contained in the Property Value
	Total	**47,529**		**119.7**

This asset management plan for parks, open space and trees does not include public art, electrical/lighting and particular structures located within parks and open space.

An initiative to collect open space related data continues to operate with a focus on the streetscapes and traffic treatments added to the portfolio, improving the City's data quality and understanding of the extent of open space.

Community Gardens are being progressively implemented and will be included in future revisions of this plan.

Park and Tree Assets - Levels of Service

Commented [CP2]: This section updated based on feedback from staff during exhibition period.

The table below shows some important community levels of service used by Business Units to gauge community satisfaction. The major review of the service levels, including inspection frequency, intervention levels and response times for parks has been recently completed in 2019. We continue to review and refine on an ongoing basis.

Deleted: A comprehensive

Deleted: all

Deleted: ,

Deleted: all

Deleted: asset

Deleted: is underway.

Deleted: The

Deleted: will drive changes to maintenance and renewal activities to provide a level of service that is reflective of community expectations and resource availability

Current - Parks

Target and current levels of service for parks and trees are provided below.

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Quality	Provide quality parks and open spaces for the use of the community	Customer satisfaction surveys and customer requests	An overall satisfaction rating >8 in the surveys	Achieved
Function	To provide a diverse range of parks and open spaces within the City which ensure that user requirements are met	Customer satisfaction surveys	An overall satisfaction rating >8	Achieved
Safety	To provide a safe and hazard free environment	Reported accidents and incidents and claims	Dangerous hazards or public safety matters responded to & made safe within 24 hrs	Achieved
Responsiveness	Speed of responsiveness to public enquiry's and request	Timeframes outlined in completing customer service requests	>95% of customer requests completed within timeframes	Achieved
Environment	Ensure the City achieves the target of reducing	Monitoring and reporting of targets through	Achieve reducing operational emissions by 44	Completed

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
	emissions by 2021	the SMART platform	per cent by 2021 from the 2006 baseline	
	Ensure the City achieves the resource recovery of waste from City managed parks, street and public places by end June 2021	Monitoring and reporting of targets through the SMART platform	50 per cent resource recovery of waste from City managed properties by end June 2021	Achieved

Current – Tree Management

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	To improve the environmental, social and financial benefits that trees provide to the community Providing trees of suitable species and condition that achieves benefits	Urban Forest Strategy Street Tree Master Plan and Park Tree Management Plans guide species selection and planting criteria	Increase in canopy cover, health and overall longevity of tree population	Achieved
Safety	To provide a safe and hazard free environment	Reported accidents and incidents and claims	Dangerous hazards or public safety matters are responded to and made safe within 2 hrs	Achieved
Responsiveness	To provide proactive, responsive service that promotes tree health and longevity and minimises ongoing maintenance requirements	Timeframes outlined in completing customer service requests	>95% of customer requests completed on time. Respond to customer request within 48 hours, complete works required within 14 days	Achieved Achieved

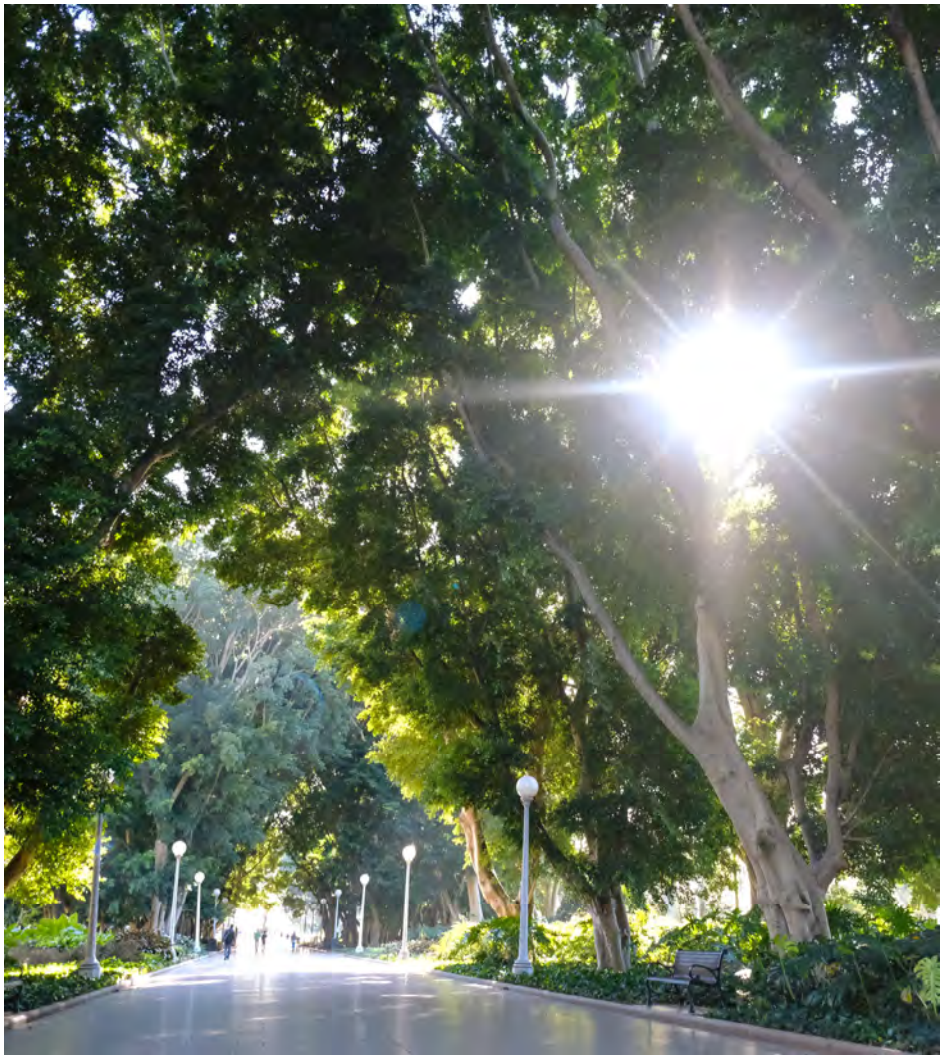
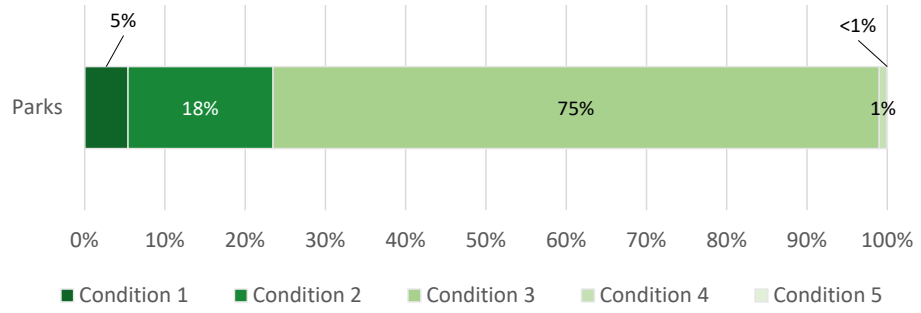


Image: Hyde Park, Sydney Chris Southwood/City of Sydney 2021

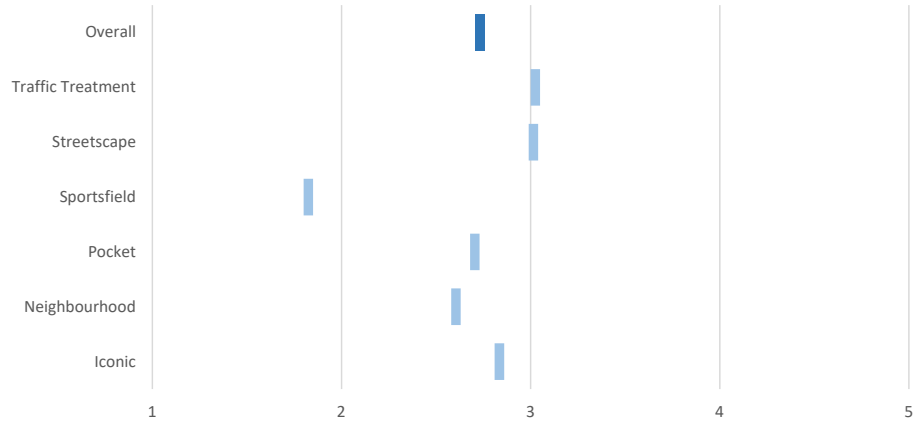
Park and Tree Assets - Lifecycle Management

Asset Condition - Parks

The chart below shows the overall condition of parks and open space assets. The charts are calculated on the aggregate replacement value of the parks within each condition index band. The difficulty in assessing parks for conditions due to the change in weather patterns can show variability in condition over the short term.

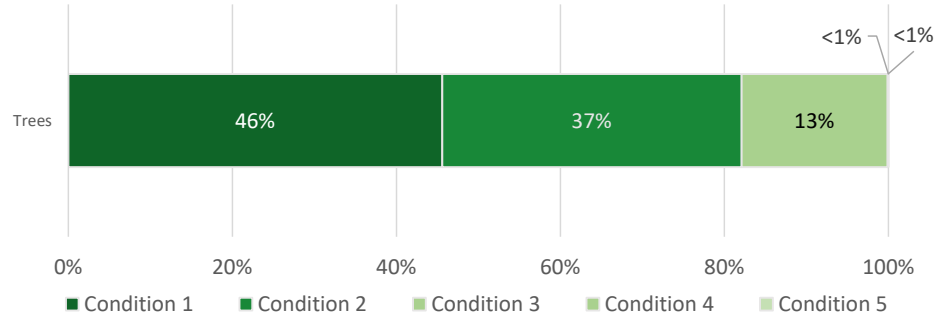


The chart below displays the average condition of each of the parks types based on area (sqm).

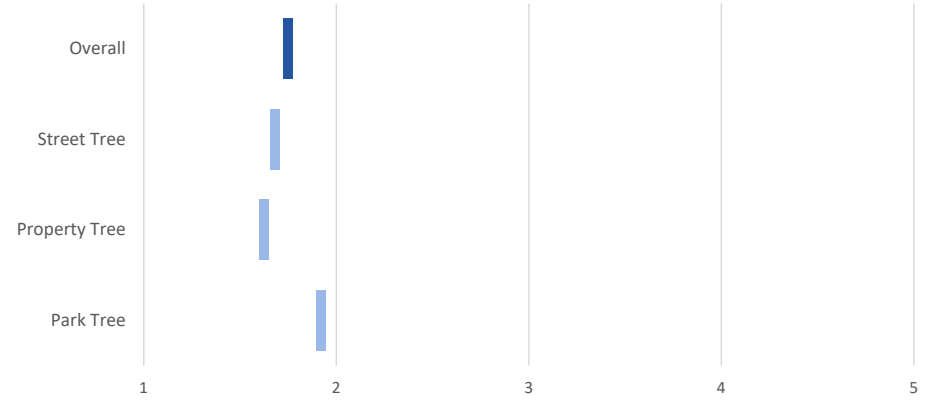


Asset Condition - Trees

The chart below shows the condition of all trees in the City of Sydney. All street trees, park trees and trees within City properties are now in one dataset in the corporate asset management system and their conditions are being assessed in the same way. As these are living assets these conditions are more of an indication of health.



The chart below shows the average condition of the trees per tree type.



Below are photographs that demonstrate the condition of Parks and Tree assets

Condition	Parks	Trees
Condition 1 Very Good		
Condition 4 Poor		

Asset Valuations

Listed below are written down value (depreciated value) and calculated Average Annual Asset Consumption used in the lifecycle and sustainability calculations.

Asset Type	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption *
Parks and Open Spaces	661,553	268,978	21,332
Park Trees	34,514	34.514	950
Street Trees	86,346	86,346	1,550
Total	**782,413**	**355,359**	**23,782**

All figures are $k

* For the purposes of financial reporting, trees are not depreciated but in order to determine the lifecycle requirements notional consumption based on a typical life of trees are used.

Lifecycle Costs

The table below shows the trend for the last 5 years of infrastructure expenditure for the parks and open spaces and tree network. Operational and maintenance expenditure is obtained from the internal unit operational budgets and the renewal, upgrade and new expenditure from the capital work program.

Parks and Open Space

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2016/17	15,429	8,775	2,013	27,398
2017/18	15,189	12,043	2,250	16,260
2018/19	16,565	5,597	1,156	7,411
2019/20	16,321	10,967	1,951	13,904
2020/21	19,326	12,068	2,773	18,390
5 year Average	**16,566**	**9,890**	**2,029**	**16,673**

Figures are $k



Image: City Farm, Sydney Park, St Peters

Tree Management

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2016/17	7,701	1,721	804
2017/18	8,092	1,819	1,298
2018/19	8,301	2,084	1,547
2019/20	8,757	1,416	1,212
2020/21	8,987	617	800
5 year Average	**8,368**	**1,531**	**1,132**

Figures are $k

The costing of some tree maintenance activities is combined with general park maintenance activities which reduces the accuracy of these figures to some extent. Capital Upgrade and Capital Expansion for Trees is combined – both refer to new trees in this category.

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2021 in accordance with the Code of Accounting Practice and financial reporting. It shows the estimates to bring the open space assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2020/21 Required Maintenance	2020/21 Actual Maintenance
Open space & Recreational assets	Open Space	11,044	11,071	17,029	19,326

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Park and Tree Assets - Financial Summary, Projections and Sustainability

Long Term – Lifecycle costs based on current expenditure

The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Type	Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
Parks	**38,652**	**31,394**	**-7,258**
Trees	**10,748**	**10,518**	**-230**
	What we should be spending	What we are spending	

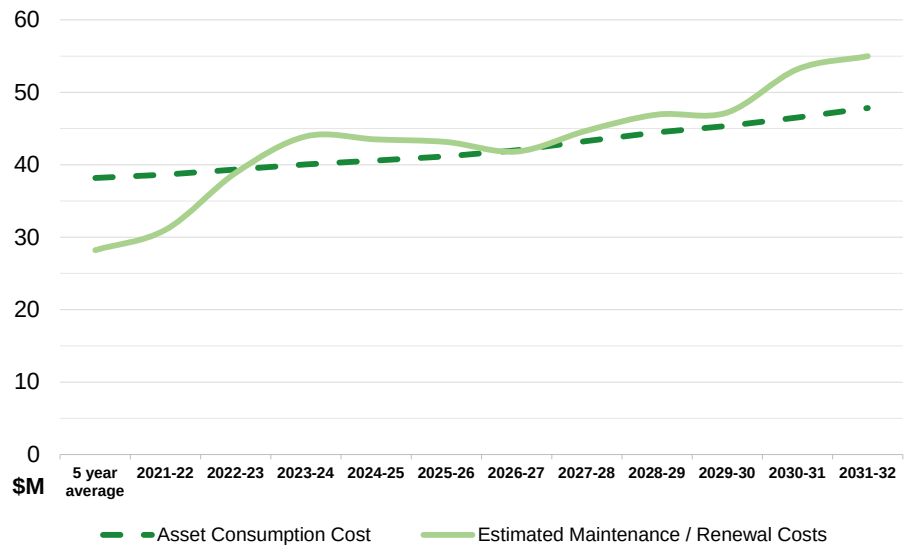
Figures are $k/yr

The estimate reflects a reduced average renewal and upgrade budget, primarily in Parks and Open Spaces in the last 3-5 years following a period of extensive refurbishment in the early to mid-2000's. The Long Term Financial Plan includes significant budget allocation to the renewal and upgrade/expansion of Parks and Open Spaces which will address difference over the medium term.

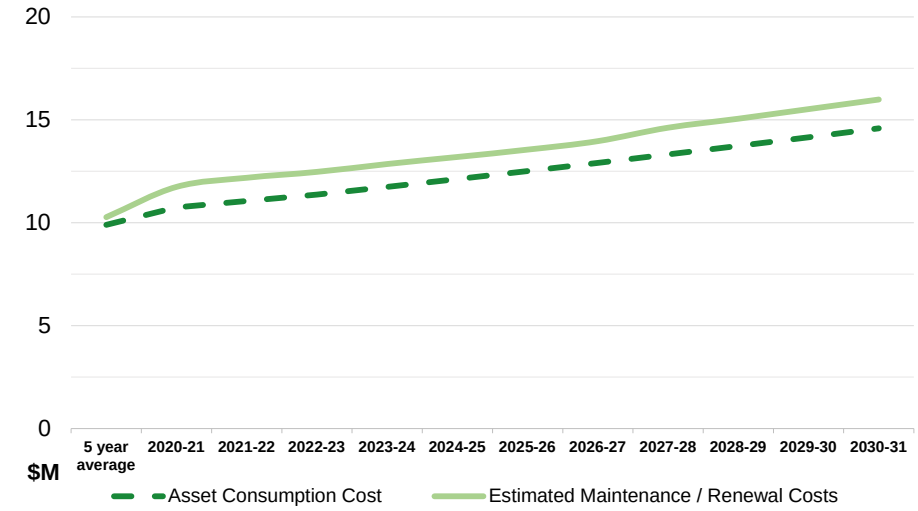
Medium Term – 10 year financial planning period

These charts show the relationship between the Asset Consumption Costs and the funded Long Term Financial Plan for estimated Operational, Maintenance and Renewal and Replacement costs

Parks

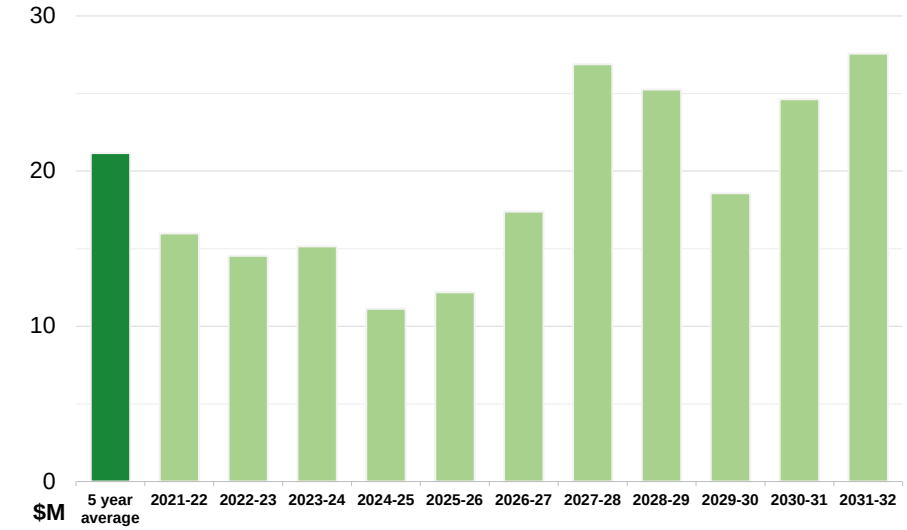


Trees

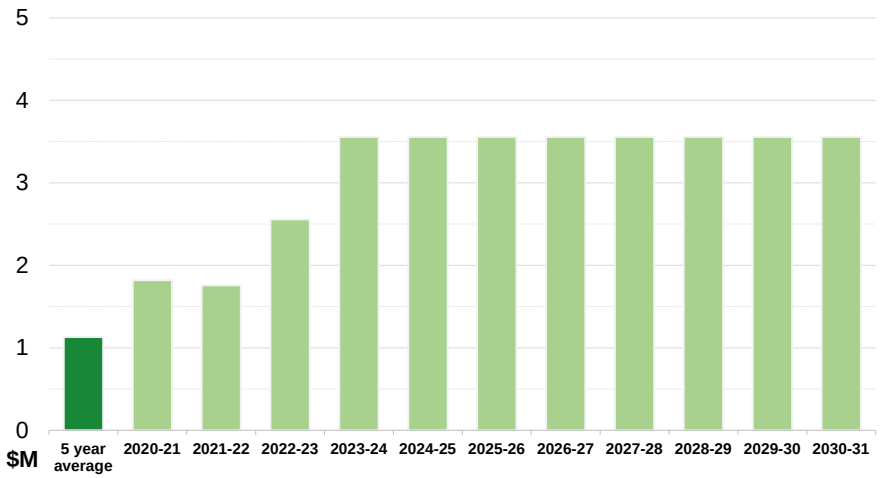


The chart below shows the proposed Upgrade and Expansion Expenditure as shown in the current Long Term Financial Plan.

Parks Upgrade and Expansion



Trees Expansion



This table shows the estimate of the Average Asset Consumption Costs, the Estimated Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

	Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
	10 year projection calculated	10 year projection budgeted		10 Year period
Parks	**42,658**	**44,488**	**1,830**	**1.04**
Trees	**12,567**	**13,738**	**1,171**	**1.09**
	What we should be spending	What we are going to spend		Ratio of what we going to spend to what we should be spending

Figures are $k/yr

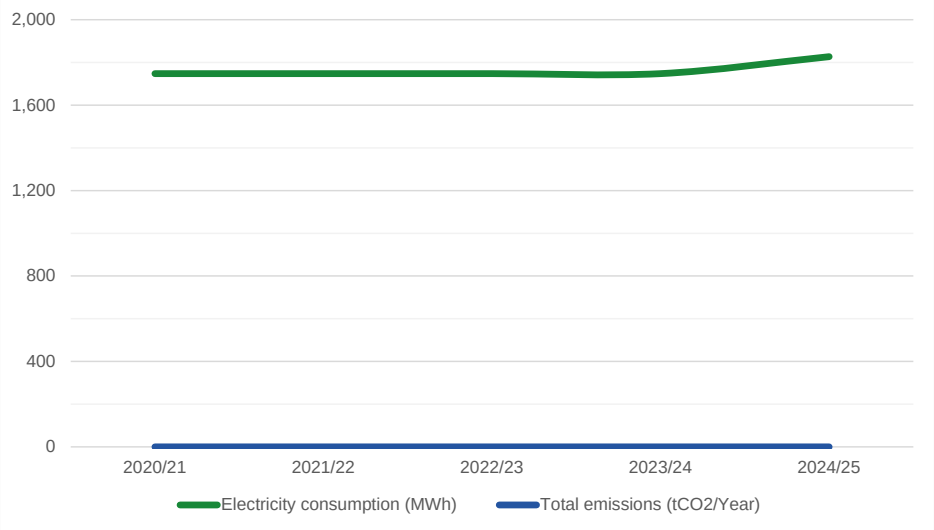
Park and Tree Assets - Environmental Summary, Projections and Sustainability

Operational emissions associated with the City of Sydney's parks, open space and trees relate to amenities buildings and park lighting. As of 2021/2022 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of parks, open space and trees. Therefore, there are zero emissions associated with this asset class. This is expected to be maintained over the period covered by our Environment Strategy 2021-2025.

The Asset Emissions Forecast captures the impact of planned projects on our future emissions. It also tracks the effect of energy efficiency projects which will continue to be delivered as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that electricity consumption will remain steady in the next three years. There is a slight increase expected towards the end of the reporting period when Perry Park Stage 3 is delivered.

	2021/22	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	1,748	1,748	1,748	1,748	1,827



Concluding Remarks

The information presented in the charts indicate that the City is allocating sufficient funding to provide for the maintenance parks infrastructure, with significant amounts being allocated to renewing and upgrading the parks and trees.

The City is managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

The weather and the effects of Covid 19 account for the reduction in spending in 2021/22. Amounts shown for Years 6 to 10 in the charts reflect the renewal provision for several parks and associated upgrades. Delivery contracts and resources are improving with greater efficiency to deliver renewal works.

The spike in the upgrade/expansion, and the associated dip in renewal and replacement, in the medium to long term is due to the implementation of the open space components of the Green Square Urban Renewal project. This plan also shows the allocation of funds for renewal projects while committing ongoing resources and maintenance budgets to these expanded assets.

The Greening Sydney Strategy commitments will expand the tree canopy and increase the total amount of trees in the city. This has been accounted for the medium to long term.



Image: Dyuralya Square, Zetland

Property Assets

Background

The City relies on its buildings and property to provide services to the community and its corporate and commercial tenants. The building assets held by the City cover a diverse range of property types such as indoor and outdoor aquatic centres, libraries, works depots, public toilets, and commercial property and community venues including the iconic Sydney Town Hall.

These buildings experience significant wear and tear. They are subject to regular inspections and ongoing risk assessment and compliance processes and condition assessments to assist officers to make informed decisions about reactive and planned maintenance requirements, capital expectations and long-term property strategy options.

The portfolio is currently divided into two distinct groups, community and commercial. The required level of expenditure on the renewal program for the City's buildings will vary from year to year and will reflect:

- Health and safety risk assessments;
- The age of the assets;
- The condition of the asset components;
- Budget priorities;
- Capacity constraints to deliver services;
- On-going maintenance demand;
- Changes to service requirements; and
- The nature of the asset and its heritage and cultural significance.

The Green Square Urban Renewal Project has resulted in substantial growth in population and a corresponding increase in demand for new community facilities and local services. The City has recently completed new facilities in this area including the Gunyama Park Aquatic Centre and the Green Square Creative Centre.

Community service demands are continually assessed for the entire local government area. New assets required to meet future community growth will be acquired progressively in line with population growth, development and funding priorities. New community facilities may require sites to be acquired or existing sites redeveloped or with some services consolidated to deliver integrated community facilities.

Timing and funding for these facilities will be influenced by budget allocations and potential development contributions and updated annually within the Long Term Financial Plan.

Assessing the condition of building assets can be a complex task as modern buildings are comprised of many building components, usually in differing states of condition. The City has set condition targets for buildings which are reflective of property strategy requirements, in some cases a building will have a poor or very poor condition rating and will be included as part of a major future redevelopment plan for the site or the site is closed.

The City has commissioned a detailed building component data collection project e.g. electrical components, structural components, roof details etc. These components will include individual assets where relevant, replacement values, current conditions and maintenance and renewal estimates. The detailed inventory of 60 high value or high use buildings is complete and is being utilised in the preparation of the annual maintenance and renewal projects and budgets. Recently we commissioned the financial revaluation of the building portfolio to give us a better indication of ongoing depreciation cost for the future.

The City currently has an external property services provider for facilities management. The contract includes building asset, condition and maintenance data collection for the entire portfolio which will inform how the City can improve property services and asset use.



Image: Darling Square Library, Darling Square, Haymarket

Property Assets – Asset Inventory

The table below shows the range, extent and asset replacement cost for the property assets detailed in the Community Asset Plan, together with some associated infrastructure for reference purposes.

Asset Type	Description	Quantity
Community Portfolio	Cost effective fit for purpose accommodation enabling the provision of services into the Community. Buildings include depots, community halls, childcare centres, libraries, public toilets etc	187
Commercial Portfolio	Buildings owned or utilised by the City for commercial or business purposes	66
Sydney Town Hall	Iconic heritage listed building used for public events, Council meetings, Councillor office accommodation and private hiring.	1
	Total	**254**

The total number of buildings includes buildings owned and managed by the City, managed by third parties e.g. Queen Victoria Building, Capitol Theatre, Capitol Square (Watkins Terrace), Manning Building or leased by the City.

Property Assets - Levels of Service

The table below shows key target and current levels of service.

Current

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	Ensure each building is fit for purpose	Conducting regular maintenance and annual property inspections	Independent annual certification	Achieved
Safety	Minimise significant risks to the public, staff and contractor	Regular Property inspections	Reported monthly Audited annually	Achieved
Quality	Ensure each building is presented and maintained in an	Register of annual property inspections	Target Condition Index set building by building	Current average condition 2.42

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
	acceptable condition			
Environment	Ensure the City achieves the target of reducing emissions by 2021	Monitoring and reporting of targets through the SMART platform	Achieve reducing operational emissions by 44 per cent by 2021 from the 2006 baseline	Achieved
	Ensure the City achieves the potable water use by end June 2021	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use by end June 2021 from 2006 baseline, achieved through water efficiency and recycled water	Achieved
	Ensure the City achieves the resource recovery of waste from City managed properties by end June 2021	Monitoring and reporting of targets through the SMART platform	70 per cent resource recovery of waste from City managed properties by end June 2021	Achieved

Property Assets - Lifecycle Management

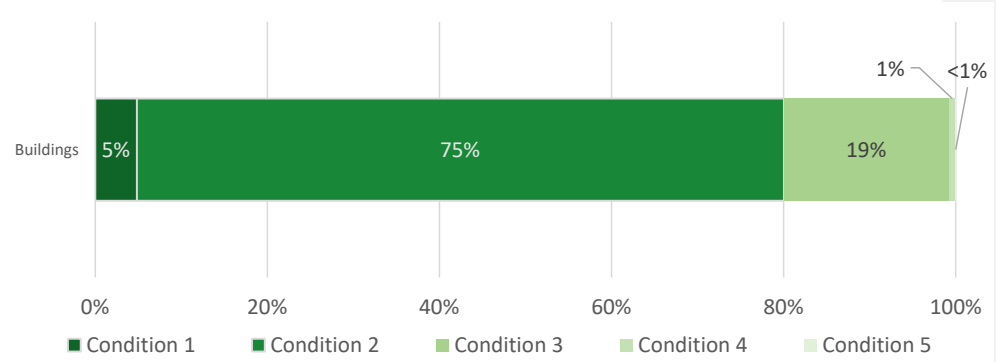
Asset Condition

The City has recently commenced a comprehensive detailed condition assessment of its properties. Due to the complexity of collecting structure, services, roof and facade conditions, it will take a few years to fully complete the survey. Plant and Equipment data has been collected initially. The conditions shown in this report are a snapshot at March 2021. There have been several assumptions used to derive the average condition. As the data collection process continues, and the data further refined, the condition rating will be more representative of actual condition.

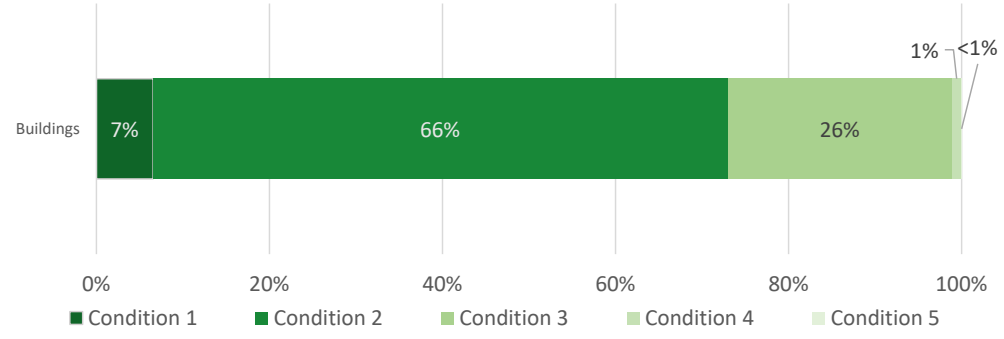
Sydney Town Hall has an insurance replacement value of $598 million which accounts for 26% of the overall property portfolio value and its current condition is assessed as condition 2 (i.e. Good).

Consequently, the value of the Sydney Town Hall can distort summary reports of the City's wider portfolio using condition categories and replacement values. The Sydney Town Hall equates to 11% of the condition band of "Good". As a result, two condition charts are provided.

The graph below represents the conditions of the City's property portfolio by replacement cost including Sydney Town Hall.



The graph below represents the conditions of the City's property portfolio by replacement cost excluding Sydney Town Hall.



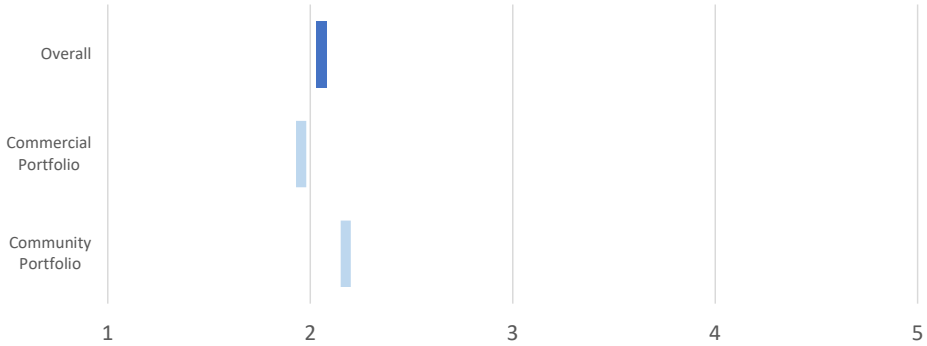


Condition 1 – Very Good.



Condition 5 – Very Poor

The graph below shows the average condition of each of the portfolios and the overall average building condition. This is calculated by replacement cost and includes Sydney Town Hall.



This data presents the derived conditions of the buildings. It has been updated at March 2021. This demonstrates the overall average condition of the buildings is 2.13 and <3% of the buildings falls within categories 4 or 5

Asset Valuations

Listed below are the current replacement, current insurance replacement value, written down value (depreciated value) and calculated Average Annual Asset Consumption amounts used in the lifecycle and sustainability calculations

Asset Type	Current Replacement Cost	Written Down Value	Current Insurance Replacement Cost	Average Annual Asset Consumption *
All Building Portfolios	1,501	1,222	1,738	28.5
Sydney Town Hall	527.5	357	598	4.1
Total	**2,028**	**1,579**	**2,336**	**32.6**

All figures are $M

Other valuation methods are used within this category of assets.

Financial accounting valuation – this is based on the replacement value of all buildings excluding investment properties which are based on market value. The financial statements recognise assets leased to or by the City in some instances, for example, Queen Victoria Building, over which the City does not have day to day maintenance control.

Current Replacement value (insurance value) for the entire portfolio – this represents the actual cost incurred if the buildings under the City's control needed to be replaced as a whole and is generally what the property is insured for. This is the figure used in calculating the average asset consumption and sustainability, and does not include buildings not under the City's direct maintenance control e.g. Queen Victoria Building, Capitol Theatre.

The Average Annual Asset Consumption for Sydney Town Hall is proportionally lower than the general portfolio due to the long life of the building which is currently assessed as 200 years.

Lifecycle Costs

The table below shows the trend in the last five years in infrastructure expenditure for the property assets portfolio. Operational and maintenance expenditure is obtained from the Business Unit operational budgets and the renewal, upgrade and new expenditure from the capital work program reports. The five year average is the basis for the long term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2016/17	32,794	30,613	32,955
2017/18	26,224	15,004	50,275
2018/19	30,163	9,291	43,707
2019/20	39,501	8,398	43,983
2020/21	36,196	14,955	26,897
5 Year Average	**32,976**	**15,652**	**39,563**

All figures are $k

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2021 in accordance with the Code of Accounting Practice and financial reporting. It shows the estimates to bring the building assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2020/21 Required Maintenance	2020/21 Actual Maintenance
Buildings	Non Specialised	10,333	33,028	34,939	34,360
	Specialised	5,078	2,284	1,908	1,836

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed that are at a poorer condition than Council's set minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City sets a Target or Minimum asset condition for each building in the portfolio. These are reflective of the current strategy for the building, in some cases a building will have a poor condition rating as the target because it is identified for upgrade or closed. The City's general definition of agreed level of service for Property is the cost to reach the condition Target for that building.

Property Assets - Financial Summary, Projections and Sustainability

Long Term – Lifecycle costs based on current expenditure

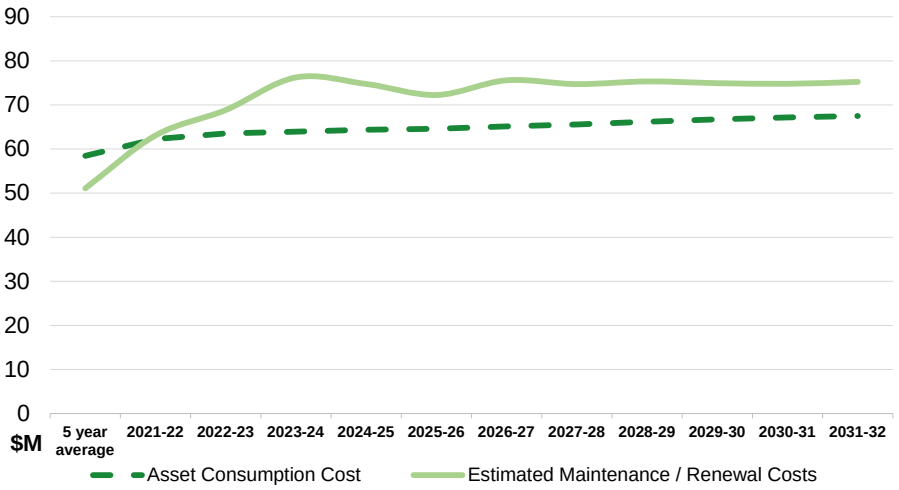
The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
62,275	**51,091**	**-11,184**
What we should be spending	What we are spending	

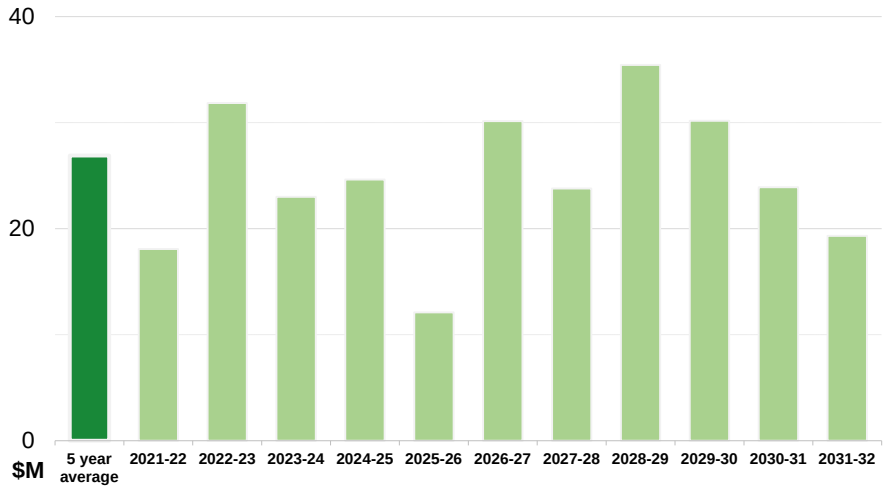
Figures in $k

Medium Term – 10 year financial planning period

This chart shows the relationship between the Asset Consumption Costs and the funded Long Term Financial Plan for estimated Operational, Maintenance and Renewal and Replacement costs



The chart below shows the proposed Upgrade and Expansion Expenditure as shown in the current Long Term Financial Plan



This table shows the estimate of the Average Asset Consumption Costs, the Estimated Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
10 year projection calculated	10 year projection budgeted		10 Year period
65,189	**73,257**	**8,067**	**1.12**
What we should be spending	What we are going to spend		Ratio of what we going to spend to what we should be spending

All figures are $k



Image: Green Square Night Markets, City Of Sydney

Property Assets - Environmental Summary, Projections and Sustainability

The City of Sydney's property portfolio generates emissions via electricity use in all buildings, gas to heat pools and run our cogeneration and trigeneration plants, and refrigerants used in air-conditioning systems. As of 2021/2022 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. Therefore, there are zero emissions associated with electricity from this asset class. This is expected to be maintained over the period covered by our Environment Strategy 2021-2025.

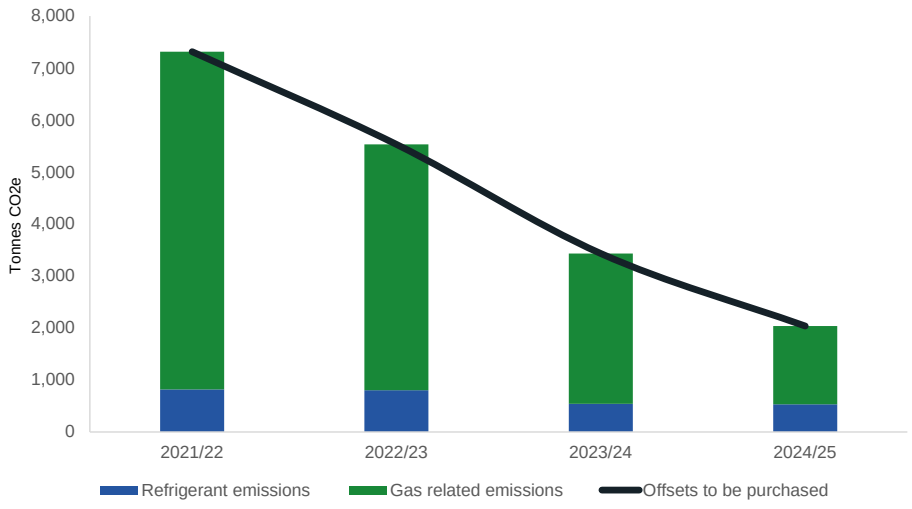
The Asset Emissions Forecast captures the impact of planned projects and property portfolio changes on our future emissions. It also tracks the effect of energy efficiency projects which will continue to be delivered as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that emissions associated with this asset class will decline over the next three years, despite an increase in the total number of properties owned by the City of Sydney. None of the additional properties are forecast to use gas, and all additional electricity use will be emissions free due to our 100% renewable electricity contract.

The reduction in gas emissions is forecast to be achieved through changes in how we heat pools in our aquatic centres. These emissions will decline as we are expecting to purchase renewable gas to complement our 100% renewable electricity contract. The City of Sydney will also be developing a capital project to reduce refrigerant emissions.

Our certified carbon neutral status will be maintained each year through the purchase of verified offsets for those net emissions we cannot eliminate, as we have since 2007..

Forecast emissions properties assets



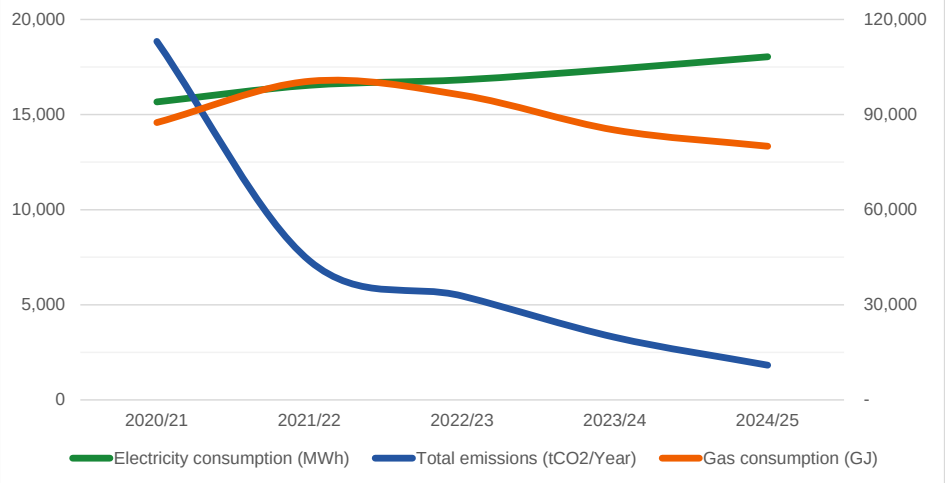
The forecast predicts that electricity consumption will increase in the next three years. This is due to a project to electrify the equipment that heats Victoria Park Pool and Andrew Boyd Charlton Pool. This project will reduce gas consumption and have a beneficial effect on our carbon

emissions. We plan to deliver an LED replacement program and perform a property benchmarking exercise which will deliver further electricity savings.

The table and chart below show the change in electricity and gas use for the reporting years of the Environment Strategy.

	2021/22	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	15,667	16,540	16,826	17,391	18,041
Gas consumption (GJ)	87,464	100,486	96,112	85,108	79,998

Properties energy consumption and total emissions



Emissions associated with fleet and contractor fuel use, and waste generation are included in the City's carbon reporting, however we are not able to reliably attribute these emissions to properties activities.

Concluding Remarks

The City is allocating sufficient funding to provide for the renewal of the Property infrastructure, with significant amounts being allocated to renewing and upgrading the property infrastructure in the next six years.

Significant upgrade and expansion projects are scheduled between until 2023. These include building works in the Green Square Urban Renewal precinct and new community facilities across the local government area.

The challenges facing council is the ability to resource the delivery of the capital works program. In the short term, internal resources will shift from upgrade/expansion projects to renewal projects.

The modelling will be continuously updated in future revisions of this plan and the Draft Detailed Asset Management Plan for property following the completion of the overarching Property Strategy.

The estimate indicates that the City is budgeted to renew the Property assets at a sustainable rate over the next ten years while keeping the current level of service. We are managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets requirements consistent with the Office of Local Government performance measures.



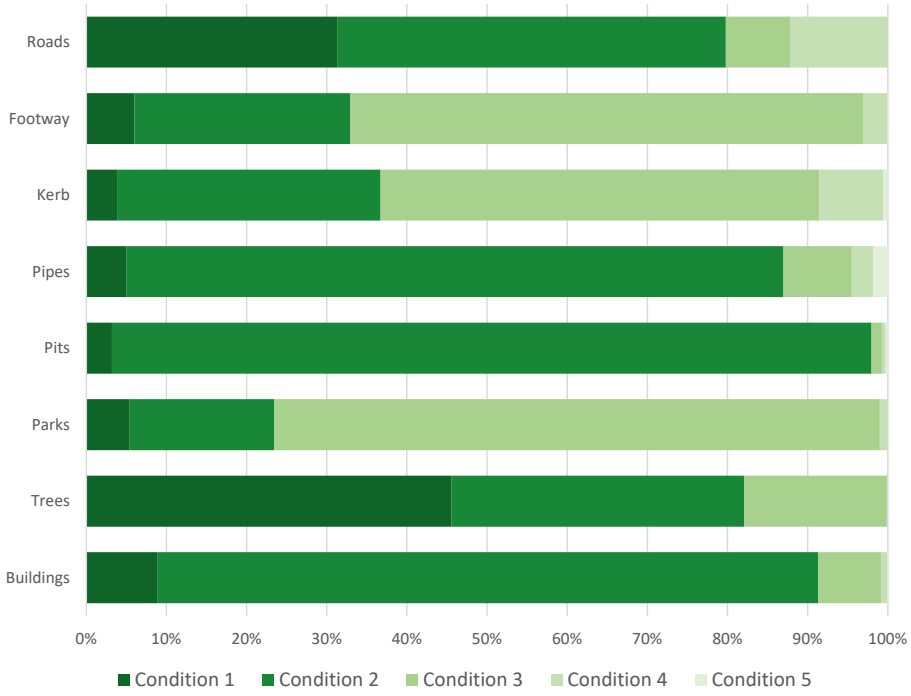
Image: Customs House, Circular Quay

Conclusion

Conditions

The information contained in this Community Asset Management Plan shows that the City is providing and maintaining a strong and vibrant city with most assets in an excellent to good condition. The city is providing adequate funding to sustain the critical infrastructure assets for the next 10 years and is managing the assets effectively and addressing renewal requirements consistent with the Office of Local Government performance measures.

This table is a summary of conditions for the critical assets within the city.



The method of calculation for the conditions is explained in each of the critical asset sections, such as the number of units or replacement value.

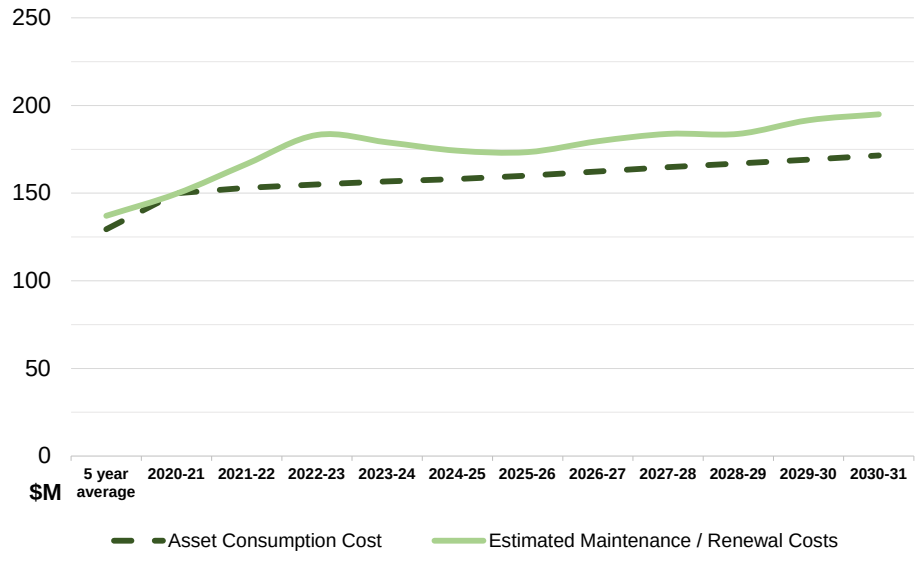
The Table below shows the Average Asset Consumption Costs and the Average Estimated Replacement Costs and the Sustainability Index ten year projection for the four critical asset classes contained in this plan.

Asset Category	Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Ratio
	What we should be spending	What are going to spend		
Roads	33,363	40,084	6,721	1.20
Stormwater Drainage	6,915	6,618	297	0.96
Parks and Open Space	42,658	44,488	1,830	1.04
Trees	12,567	13,738	1,171	1.09
Property	65,189	73,257	8,067	1.12
TOTAL	**160,691**	**178,185**	**17,494**	**1.11**

All Figures in $k/yr

Asset Consumption Costs

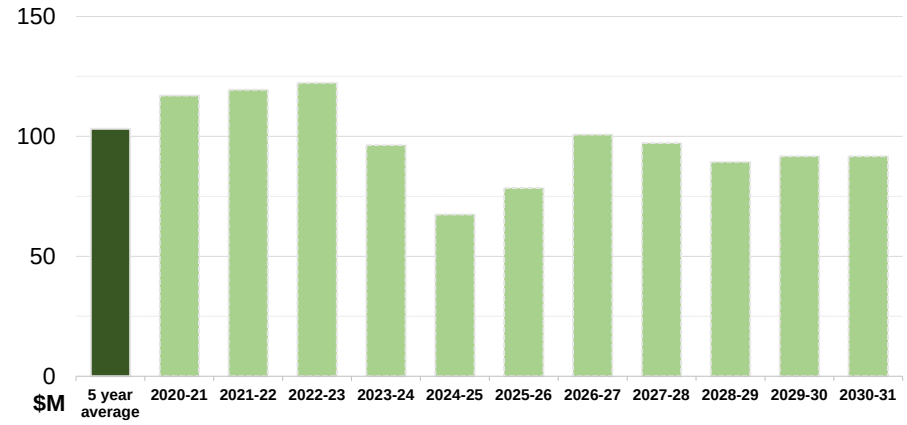
The chart below shows the relationship between the whole Councils Asset Consumption Costs estimates and the funded Long Term Financial Plan for the four Critical Asset Categories.



There is a slight dip in maintenance, renewal and replacement spending in the last few year into 2022/23 in relation to the estimate of how much should be spent. This is attributed to the substantial upgrade and expansion works during that period, particularly the Green Square Urban Renewal project and the City Transformation – Light Rail project, which has diverted funds from renewal projects. As these projects have been complete and delivery resources will be focusing on renewal based capital works.

Upgrade and Expansion

The chart below shows the upgrade/expansion proposed for the combined Critical Asset Categories assets in the Long Term Financial Plan.



The graph above aligns with the typical growth of assets as our resident and visitor population grows. It also accounts upgrades when assets are being renewed to allow for the asset to make provision for community needs



Image: While I live I will Grow, Joynton Avenue, Zetland

Appendix A -Asset Management Policy.

Asset Management Policy

Purpose

The purpose of the Asset Management Policy is to ensure that the City has information, knowledge and understanding about the long-term and the cumulative consequences of being the custodian of public infrastructure.
This is achieved by ensuring that the systems and processes are in place to enable people to determine the most effective and efficient options for delivering infrastructure related services while controlling exposure to risk and loss.
The Asset Management Policy also provides the framework that together with the Community Strategic Plan enables the asset management strategy and specific asset management plans to be produced.

Context

The NSW Local Government Act 1993 places a number of obligations on Councils in relation to asset management.
The City must account for and plan for all of the existing assets under its control, and any new assets proposed in its Community Strategic Plan and Delivery Program and associated Resourcing Strategy.

The City must:

- Prepare an Asset Management Strategy and Asset Management Plan(s) to support the implementation of the Community Strategic Plan and Delivery Program.
- Ensure that the Asset Management Strategy and Plan(s) cover a minimum timeframe of 10 years.
- Ensure that the Asset Management Strategy includes an overarching Council endorsed Asset Management Policy.
- Ensure that the Asset Management Strategy identifies assets that are critical to the City's operations and outline risk management strategies for these assets.
- Ensure that the Asset Management Strategy includes specific actions required to improve the City's asset management capability and projected resource requirements and timeframes.

Figure 1 below shows the components of the Integrated Planning and Reporting Resourcing Strategy that frame the Asset Management requirements.

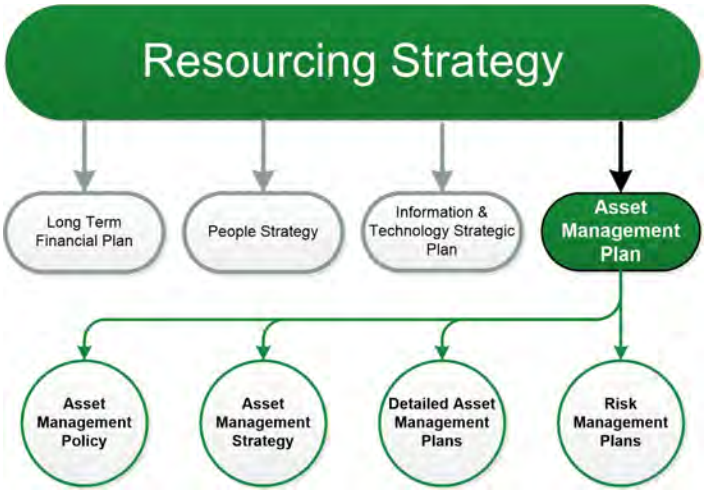


Figure 1 – City of Sydney Asset Management Framework

The City first adopted an Asset Management Policy in 2006 which has been reviewed and updated regularly since that time.

The policy is linked to Sustainable Sydney 2030 Strategic Direction 10, Implementation through effective governance and partnerships and specifically, - Objective 10.3 the City of Sydney is financially sustainable over the long term

Scope

This policy applies to all infrastructure related service provision such as road and transport, stormwater drainage, community services delivered by the City's buildings and facilities, parks and open spaces, sport and recreation, information and technology assets and environmental protection.

Definitions

Term	Meaning
Policy	A statement of the City's attitude and preference of direction.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner
Resourcing Strategy	This document collates the long-term resources required to achieve the objectives established by the Community Strategic Plan. The strategy includes long-term financial planning, workforce management planning and asset management planning

Term	Meaning
Asset Management Gateway Panel	Strategic and operational panel to provide outcome focussed oversight and management control for the City's asset management policy, strategy, objectives and targets.
Asset Management Plan	A specific plan developed with an outline to acquiring, operating, maintaining, renewing and disposing of the assets within the asset class in the most cost effective manner possible, whilst providing a specific level of service.
Long Term Financial Plan	The Long Term Financial Plan (LTFP) is a ten year financial planning document that contains financial strategies and accompanying performance indicators that the City considers when making significant strategic decisions about financial resource allocation.
Asset Management Strategy	The asset management strategy is a strategic document that demonstrates how the City's asset portfolio supports the service delivery needs of the community into the future. The strategy contains • A description of the current status of the council's asset management practices (processes, asset data and information systems) • Specific actions to be undertaken to improve or enhance the council's asset management capability (a gap analysis), including resource requirements and timeframes • Specific actions to be undertaken to achieve the council's strategic objectives.

Policy principles

The City's Asset Management policy is based on the following principles to guide sustainable management of infrastructure assets. They are:

- A lifecycle approach – the City applies a whole of life methodology for managing infrastructure assets including planning, acquisition, operation, maintenance, renewal and disposal
- Sustainable environmental performance – the City considers the long term cumulative impacts of its assets and how they are managed
- Best value – balancing financial, environmental and social outcomes
- Evidence based decision making – core systems will include up to date infrastructure asset information to inform decisions
- Alignment with long term financial planning
- Addressing community needs – including as they change over time through transparent service levels
- Effective management of risk
- Increasing resilience - planning and renewing the City's assets to be more resilient to future acute shocks and chronic stresses

Policy objectives

The following policy objectives guide the City to meet desired outcomes for the City's assets consistent with the Community Strategic Plan, Integrated Planning and Reporting legislation and other strategic documents.

1. Provide infrastructure and services to sustain the City of Sydney communities that:

- Supports the quality of life and amenity, urban environment and cultural fabric appropriate to City of Sydney;
- Adapts to emerging needs in sustainable transport;
- Facilitates the changes to infrastructure needed to cater for changing communities.
- Enhance the resilience of the City's infrastructure and communities

2. Implement a life-cycle approach to the management of infrastructure assets where:

- Asset planning decisions are based on an evaluation of alternatives that consider the "whole of life" of an asset through acquisition, operation, maintenance, renewal and disposal;
- The asset management cycle considers the current and future environmental, economic, cultural and social outcomes.

3. Ensure that service delivery needs are the primary driver for infrastructure asset management practices by:

- Establishing and monitoring levels of service for each asset class through the Community Asset Management Plan and Detailed Asset Management Plans;
- Identifying and monitoring individual and network risks to assets and service levels for each asset class;

4. Provide a sustainable funding model that provides assets aligned with the City's long term plans and community needs with a:

- Funded model for all asset related services extending at least 10 years into the future that addresses the need for funds, considers renewal peaks and troughs and identifies how the funds will be sourced.

5. Develop and implement best value environmentally sustainable asset management practices that:

- Encourage a flexible and scenario based approach through systems and plans to allow for innovative use of assets, particularly in recycling and environmental initiatives.
- Acknowledge climate change adaptation, environmental protection and enhancement protocols are fundamental to sustainable asset management planning;
- Minimise energy and water use, waste generation and air quality impacts through our own initiatives and by working with stakeholders;
- Utilise low energy products, infrastructure materials and methods wherever possible;
- Incorporate sustainability criteria into infrastructure projects and procurement.

6. Create a resilient city by modelling and planning to make it adaptable to acute shocks and chronic stresses.

- Identify and renewing critical assets that are vulnerable to future acute shocks and chronic stresses
- Perform return on investment studies when delivering renewed or new assets in the resilience context

- Include resilient assets when renewal planning in the long-term models and long term financial plans.

7. Provide reliable asset and infrastructure data thorough supported digital platforms demonstrated by:

- Distribution of open sourced for community use where appropriate;
- Implementation of sound data governance and data quality management;
- Access to systems and information by mobile technology wherever possible.

8. Implement an integrated decision support system that:

- Provides systems and knowledge necessary to achieve policy outcomes;
- Proactively interrogates and models data to support informed decisions;
- Minimise risk of corporate knowledge and data loss;
- Manages information as efficiently as possible through the appropriate use of software, hardware and communication tools; and
- Reduces data duplication

9. Ensure compliance with legislative requirements by:

- Having clear policies, processes and information to ensure that organisational objectives and legislative requirements are met.

10. Allocate Asset Management responsibilities where:

- The roles and responsibilities of Council, the Chief Executive Officer and Asset Managers are clearly identified.

Responsibilities

Lord Mayor and Councillors adopt the policy objectives and ensure sufficient resources are applied to manage the assets.

The Chief Executive Officer has overall responsibility for developing infrastructure asset management systems, policies and procedures and financial models and reporting on the status and effectiveness of asset management within the City.

The Asset Management Gateway Panel is responsible for ensuring that all asset management activities are consistent with the objectives of Community Strategic Plan, integrated planning and the City's Long Term Financial Plan.

The Asset Management Gateway Panel is responsible to oversee that people, processes and systems are in place and work together to deliver services and meet the corporate infrastructure asset management objectives. They will also oversee the development and implementation of asset and risk management plans and capital renewal plans for all asset classes.

Divisional Directors and **Business Unit Managers** are responsible for developing and implementing infrastructure asset management plans, systems, policies and procedures.

The Chief Finance Office is responsible for preparing the Long Term Financial Plan to support the delivery of the asset management plans

Employees with management or supervisory responsibility are responsible for the management of assets within the area of responsibility as determined under asset management plans.

Consultation

The policy has been reviewed with asset owners and relevant stakeholders. The Asset Management Gateway Panel and the Executive have approved the policy.

The policy is advertised for public comment as part of the Resourcing Strategy.

References

Laws and Standards
Local Government Act 1993
Local Government (General) Regulation 2005
National Asset Management Framework
IPWEA NAMS.PLUS3 Templates for Asset Management Plans
International Infrastructure Management Manual
Policies and Procedures
Matrix of Responsibilities for Assets
Roads Capitalisation Procedure
Corporate Asset Management System Data Management Procedure
IT Products and Services Acquisition, Management and Retirement Policy

Review period

This policy will reviewed be in 2 years.

Approval status

Council approved this policy on [DD MONTH YYYY].

Approval history

Stage	Date	Comment	TRIM Reference
Original Policy	25 June 2012	Approved by Council	2012/049285
Reviewed	27 June 2016	Approved by Council (Appendix to Resourcing Strategy (2016) – Integrated Planning and Reporting Program and Budget (2016/2017))	2016/576823
Reviewed	Septemeber 2022	Endorsed by Executive 1 September 2021. [Add Council approval date TBC]	20XX/XXXXXX (Governance to populate)
Commence Review Date	[ ] Aug 2024		
Approval Due Date	[ ] June 2024		

Ownership and approval

Responsibility	Role
Author	Asset Strategy and Systems Manager
Owner	Chief Operations Officer
Endorser	City of Sydney Executive
Approver	City of Sydney Council





People Strategy 2022–2026

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

CITY OF SYDNEY

Contents

Executive Summary 3
To 2030 and beyond 3
Introduction 4
Insights informing development of the People Strategy 4
Alignment to our Diversity and Inclusion Action Plan 6
People Strategy (2022 – 26) 7
Objective 1: Foster a People First Culture 8
Objective 2: Adapt our ways of working 9
Objective 3: Strengthen our value proposition and recruitment experience 11
Supporting Documents 13
Our Workforce Profile 2021 14
EEO, Diversity and Inclusion Action Plan 21
Our commitment to Equity, Diversity, and Inclusion 22
Background 23
Developing the Action Plan 26
Glossary 31

Executive Summary

To 2030 and beyond

The City's Community Strategic Plan – Delivering Sustainable Sydney 2030 – 2050 sets out the plan to build on the work undertaken thus far to realise Sustainable Sydney 2030. The new community strategic plan has 10 revised strategic directions and 6 guiding principles. The achievement of the aspirations and projects set out in that plan will be possible largely due to the committed efforts of our people – our employees and managers.

Our people are in a strong position to contribute to a resilient Sydney by embracing the challenges and opportunities articulated in the community strategic plan and the delivery plan.

However, in the last 3 years, since our People Strategy (2019 – 21) was developed, we have experienced some of the most unpredictable, challenging times in recent memory due to the Covid-19 pandemic. This period saw our organisation and people adapt to deliver unprecedented responses, leaving us with significant learnings to draw on as we move forward.

We also know that the future will continue to see considerable disruption, which means that we must develop and implement proactive strategies now to shape the future of our workforce, in service of the City of Sydney community.

People Strategy 2022 – 2026 outlines the key issues impacting the City's workforce and will guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

The People Strategy forms an important part of our integrated resource planning, ensuring that we can deliver on our business goals and are future-ready. The People Strategy recognises evolving community needs and the skills our people require to address the social, economic, and environmental sustainability challenges ahead.

It builds on the solid foundations established in the prior people strategy. Though the Covid-19 pandemic impacted the implementation of the 2019 – 21 People Strategy, progress was made in key areas such as flexible working, innovation, employee wellbeing, and workforce agility.

The People Strategy 2022 – 26 has 3 core objectives:

1. Energising our people and our workplaces by fostering a 'people first' culture[1]. If we do this well, we will support our employees to be their best selves, acting in the best interests of the community that we serve

Building on this foundation, we will ensure that our organisation, practices, and capability keep pace and embrace the new world of work. This includes:

2. Adapting our ways of working[1]for the future
3. Strengthening our value proposition[1]and recruitment experience to attract and retain diverse, skilled people.

[1] Definitions included in the Glossary on page 32

Introduction

Insights informing development of the People Strategy

The People Strategy 2022 – 26 forms an important part of our resource planning, ensuring that we can deliver on our business goals and are future-ready. The strategy recognises evolving community needs and the skills our people require to address the social, economic and environmental sustainability challenges ahead.

Analysis of internal and external data sources generated insights that informed the development of our 2022 – 26 People Strategy. Specifically:

– Staff surveys
– Stakeholder and leadership interviews
– Staff focus groups
– Workforce data
– External employee experience insights (LinkedIn, Seek, Glassdoor)
– External talent trends in the context of local government and relevant sectors
– Executive workshops.



Figure 1. City of Sydney staff at Gunyama Park Aquatic and Recreation Centre, Zetland – Photo by Chris Southwood/ City of Sydney

Feedback helped us understand where we are now, and where we want to be in the future

Consistently, staff told us that the City of Sydney has many strengths as an employer. People feel safe at work, connected to their teams, and supported with the information, tools and resources to perform their roles.

The Covid experience for employees has been varied. With limited opportunities for social interaction, this period has weakened ties between many colleagues at work and eroded informal organisational connections.

We heard that there are opportunities to better attract, engage and grow current and future employees. This includes strengthening the connection between individual and organisational purpose, providing an attractive, clear and holistic value proposition, and evolving our ways of working to support better collaboration and inclusive flexibility.

We are operating in a changing environment

To remain a progressive force and leader within a dynamic external environment, we have to foresee what is coming and shape our direction in anticipation.

Mercer's Global Talent Trends 2022 and other significant future of work research publications (e.g. Microsoft Work Trends Index 2021) points to the need for organisations to support employees to reclaim a sense of energy, joy and autonomy as they reshape their lives post-pandemic. Amplifying energy in the workforce will require an ongoing focus on managing wellbeing and mental health. It will also require a focus on enhancing employee experience by understanding differences in what motivates and inspires purpose in individuals.

Additionally, in the context of the acceleration toward virtual and digitised ways of working, there is now a need to build upon the strong bonds within teams to drive greater cross-team connections.

Finally, there are number of global trends that will have considerable influence on the future of the City of Sydney. These include (but are not limited to) the climate emergency, rapid urbanisation, disease and health impacts, and exponential technology advancement. To lead change in this context, we will be required to effectively harness the concerns, ideas, and aspirations of our communities as we develop local solutions. It will also require us to be an effective partner with other local government, private sector and civil society organisations. With this in mind, our organisation needs to be equipped with the right culture, skills and experiences to remain responsive and ensure the future success of our City.



Figure 2. City of Sydney Ranger – Photo by Abril Felman/ City of Sydney

The 2022 – 26 People Strategy sets the scene for our deliberate evolution

In the context of Covid recovery, analysis of internal and external insights helped us frame 3 critical questions that informed development of our people strategy. These were:

1. How can we re-boot our organisation, workplace culture[1]and employee experience to build back stronger, amplify our collective and individual energy and strengthen inclusion and belonging?
2. How can we embed and adopt new ways of working and foster the capabilities required for the new world of work?
3. How can we advance our value proposition and recruitment experience to address skill shortages in a competitive market?

These questions guided us as we reflected upon the fundamental ways in which expectations of work and workplaces have dramatically changed.

The People Strategy 2022 – 26 recognises that we have the opportunity to be deliberate in what we do next – for and with our people. We know that this will not be an easy task as changes will require sustained attention over the next 4 years, and beyond. However, as an organisation, we are committed to leading this evolution, and resourcing it appropriately to ensure committed, deliberate focus on driving action and implementation to see it brought to life.

Alignment to our Diversity and Inclusion Action Plan

Equal Employment Opportunity, and Diversity and Inclusion[1] principles inform all that we do.

The 2022 – 26 People Strategy is built upon a commitment to a diverse and inclusive workplace that is free of discrimination. We understand that having a diverse and inclusive workforce improves organisational performance, innovation and service quality.

Our EEO, Diversity and Inclusion Action Plan 2022 – 26 is a supplementary document to this People Strategy. It recognises that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney.

We want the City of Sydney to be an organisation where everyone has an equal chance to work with us and the opportunity to realise their potential and progress their careers.

People Strategy 2022-26

Our People Strategy 2022 – 26 has 3 key objectives, which together recognise that change is the ‘new normal’, and that we need to continuously evolve and adapt to keep pace with the changing environment and the ‘new world of work’.



Figure 3. Diagram of People Strategy objectives



Figure 4. Volunteers packing Hampers of Hope – Photo by Chris Southwood/ City of Sydney

Objective 1: Foster a People First Culture

The vision for a Sustainable Sydney 2030 has driven a strong sense of purpose and progress over the last 10 years. This powerful vision was a strong attractor for new employees and a motivating force for existing employees.

While a compelling vision remains important, the world of work as we know it, has changed significantly since the onset of the Covid-19 pandemic. Community and employee expectations have changed. We know that the community need us to be even more responsive, future focused and representative of the diverse people we serve. At the same time, we know that employees increasingly expect work to provide experiences that are empathetic, efficient and enriching.

In this context, we recognise a need to reenergise our people and our workplaces and to strengthen a sense of purpose and engagement in our employees and managers. The next phase of our journey toward 2050, Sustainable Sydney 2030–2050 Continuing the Vision, provides us with an opportunity to foster this, as we also adapt, innovate and transform to meet new expectations.

At the core of our strategy, objective one paves the way for a strengthened connection between our internal people experience and the experience of the community we serve. Put simply, the people we serve will reap the benefits of a highly energised workforce, made up of employees who find sources of joy and inspiration through their connection to the purpose of the organisation and the communities we serve.

Our workplace culture and practices need to both enhance our collective drive and ‘meet people and their individual needs where they are’. To do this, we will focus on reconnecting employees with the organisation’s vision and values and build capability in our leaders to lead with empathy, and role model collaboration, inclusion and individual accountability in the new world of work. If we create a ‘People first’ culture, we will support our people be their best selves, acting in the best interest of our communities.

Priority actions

- Strengthen employee's connection to our purpose and vision to drive energy and engagement
- Strengthen connections between our community and employees to amplify a strong sense of purpose
- Rebuild social connections in the workplace to connect people across teams and business areas
- Support individuals to strengthen their own wellbeing and reinvigorate energy
- Implement the City's mentally healthy workplace plan to support workplace wellbeing.
- Build and strengthen leadership capabilities for the new world of work, including:
  - Managing teams in the context of digitisation and new ways of working
  - Stakeholder engagement and collaboration
  - Building a diverse workforce and inclusive ways of working.



Figure 5. Alexandria Canal depot staff at work

Objective 2: Adapt our ways of working

With a strong workplace culture and experience at the core, we will focus our attention on keeping pace and embracing the new world of work.

Community expectations are changing. Our local businesses, residents and visitors are changing how they use online services and interact socially – they expect information and services to be easy to access and use, and always available. To develop seamless, community-centric solutions and services, collaboration across the organisation is critical.

The expectations of employees are also changing as the pandemic has rapidly accelerated shifts in hybrid and flexible ways of working. Many Australian employees expect that work tasks can be performed digitally at any time and from anywhere.

To remain a leading employer and a role model in government, we will reshape our ways of working. To do this, we will redefine and enable ways of working that align to our desired culture and unlock collaboration and cooperation at all levels in the organisation. This includes articulating a new vision for ways of working, elevating cross functional success stories, and resetting inclusive flexible and hybrid working[1] to ensure that practices support different segments of our workforce.

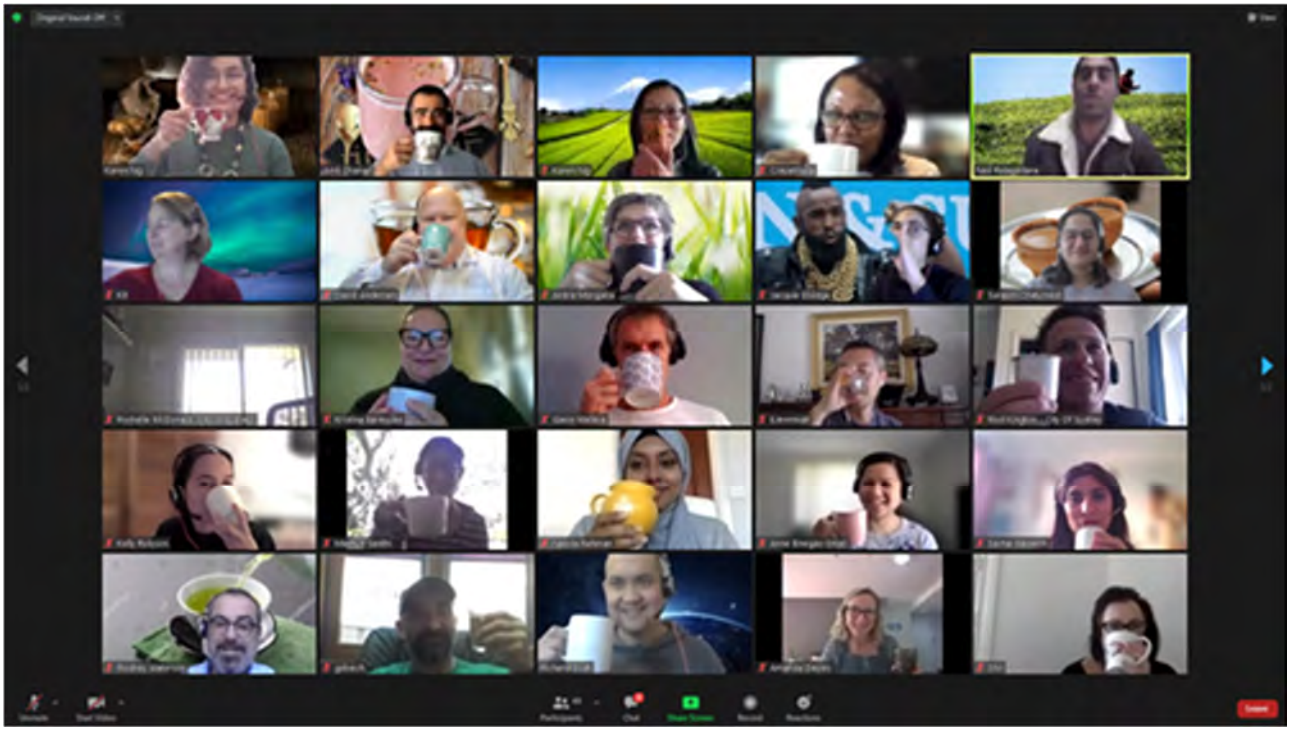


Figure 6. Online staff networking zoom event, during lockdown – Photo by Harleen Oberoi/ City of Sydney

We also recognise that resetting for the future includes fostering the development of strong, cutting edge skillsets required to drive progress and remain responsive to an increasingly digital world. We will do this by developing digital and data literacy[1], and technical skills across the workforce, as well as embedding a human centric mindset[1] in all employees to ensure we design services with the user at the forefront.

We will also support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

If we deliver on this, we will ensure enriching, connected and skilled ways of working for our people that will ultimately deliver better outcomes for our community.

Priority actions

- Equip managers to lead in the new environment of hybrid and flexible ways of working
- Optimise City's hybrid working practices to drive stronger collaboration and strengthen social capital across the workforce
- Foster the development of strong skillsets required to drive progress and remain responsive to an increasingly digital world
- Embed a human centric mindset[1] in all employees to ensure we design services with the user at the forefront
- Support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

Objective 3: Strengthen our value proposition and recruitment experience

To succeed in having the desired impact in our community, the City of Sydney needs the right people, with a diverse set of skills and experiences. We know that within the broader employment market, there are wide-spread resource shortages making access to people from the external market very competitive and challenging.

Additionally, talented people will always have career choices, so as an employer we need a compelling Value Proposition (which means the rewards, benefits, and experiences that we can offer to our employees). We recognise that to stay competitive, the recruitment experience has to present the best of what a career at City of Sydney can offer to attract talented people to the organisation.

We also know that we must equip our leaders and managers with the right insights and resources to make strategic hiring decisions that ensure we have the right people, in the right roles at the right time.



Figure 7. City staff with our first electric truck – Photo by Jennifer Leahy / Silversalt

This means optimising our internal processes to enhance candidate and hiring manager experience, redefining our value proposition and partnering with other organisations to attract diverse, skilled people to careers in the local government sector. It also means building capability in managers and leaders to make evidence-based recruitment decisions.

We understand that to retain our existing employees we need to deliver on our value proposition, by enabling people to actively shape their growth and development in the workplace. We will do this by unlocking experience-based development as well as offering externally competitive formal learning opportunities.

If we are successful in this, City of Sydney will be an employer of choice for the best candidates irrespective of age, background, and abilities. Managers will also be enabled and have confidence that our processes are responsive to the emerging employment landscape.

Priority actions

- Optimise our recruitment processes to drive speed and enhance the candidate and hiring manager experience
- Redefine our Value Proposition to attract and retain diverse, skilled people to work at the City of Sydney
- Review graduate and cadet programs to attract and retain diverse early career workers.
- Invest in skills that are of strategic priority for the future, such as:
    - Human experience design and service
    - Data analytics and insights
    - Digital literacy
    - Innovation and continuous improvement.
- Partner with other organisations to promote the Value Preposition for the local government sector and attract diverse, skilled people to careers in the local government sector.



Figure 8. Rosanna Barbero, Addison Road Community Organisation (left) and City of Sydney CEO Monica Barone (right) – Photo by Chris Southwood/ City of Sydney

Supporting Documents



Figure 9. City of Sydney staff at Alexandra Canal depot

Our Workforce Profile 2021

Workforce at a glance[2]

- At 30 June 2021, we had 1,821 employees (excluding casuals and agency staff)
- 57.7% of employees were male, compared to 42.3% female
- 2.5% of employees identified as being a person of Aboriginal or Torres Strait Islander descent
- 1.6% of employees reported that they had one or more limitations or restrictions associated with a disability
- 19.7% of employees reported that they were from a culturally and linguistically diverse background
- 3.9% of employees identified as LGBTIQA+[3].

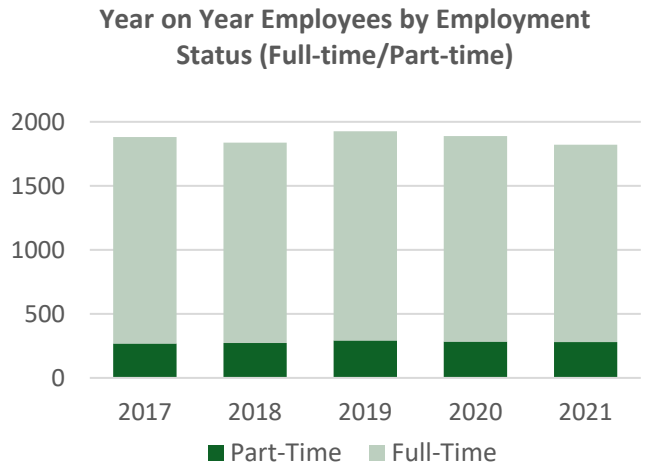
Workforce Composition

The City's workforce consists of people employed on a continuing, fixed term and casual basis, supplemented from time to time with agency staff.

Contingent staff (casual employees and labour hire/agency staff) meet fluctuating demand for seasonal work or major events such as New Year's Eve.

At 30 June 2021, there were 1,821 non-casual employees, of which 90.4% were employed on a permanent basis and 9.6% were employed on fixed terms. In addition, there were 155 casual employees and 367 agency contractors.

84.6% of employees are employed full-time as shown in the graph below.



[2] Sourced from the City's workforce profile data as at 30 June 2021. Non casual employees include – permanent, term contracts, apprentices

[3] The City is reviewing its terminology to recognise the additional diverse and evolving identities and preferences of our people and communities

Separations

The voluntary separation rate (also known as the employee-initiated separation rate) for non-casual employees at the City during 2020 – 21 was 8.5%. This rate, which excludes completion of fixed-term appointments, has remained below 10% over the past 5 years.

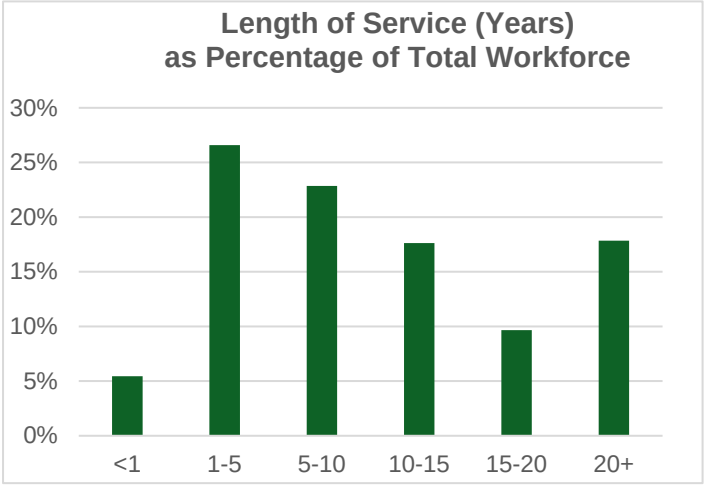
The separation rate for new employees, i.e. those that commenced during 2020 – 21, excluding the completion of term appointments (also known as the new starter turnover rate) was 6.7%.

Length of service

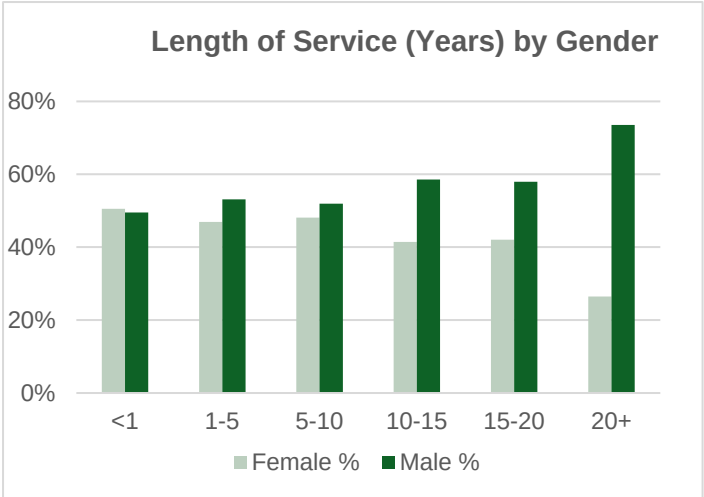
The median length of service of non-casual employees at the City on 30 June 2021 was 7.7 years, compared to the median length of service of 8.1 years in NSW public sector agencies[4].

Overall, 25.2% of employees had less than 3 years of service and 38.9% had less than 5 years of service.

The graph below shows length of service in years.



Further analysis shows fewer women as service tenure increases. In contrast, men have longer lengths of service at the City, particularly at 20+ years of service.



[4] NSW Public Service Commission Workforce Profile Report 2021

Age

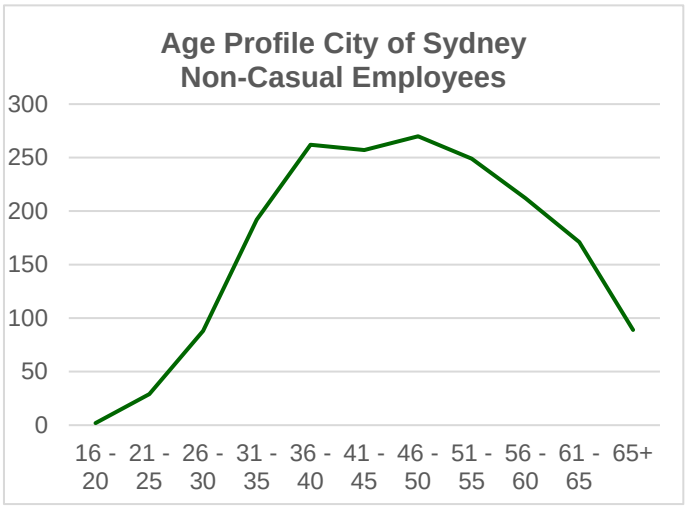
At 30 June 2021 the average age of non-casual employees was 47.2 years. This compares to the average age of 44 years in NSW public sector agencies.

The majority of the City's employees are aged between 36 to 55 years old, representing 57% of the City's workforce.

17.1% of employees were aged under 35 years.

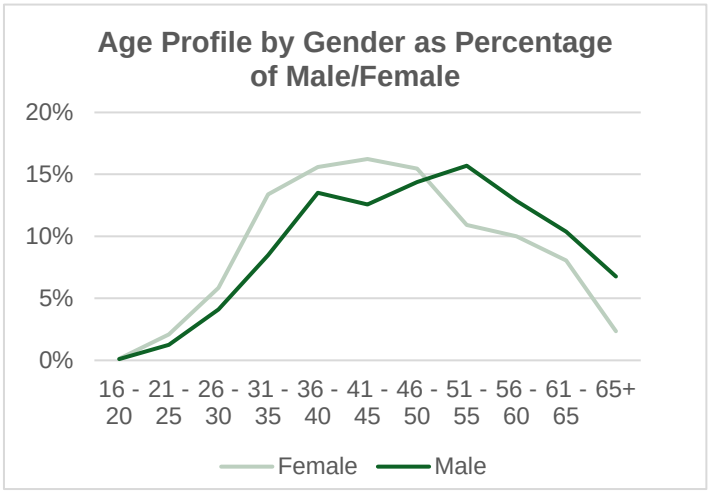
Overall, 25.9% of City of Sydney employees were aged over 55 years. In comparison, 23.7% of employees in NSW public sector agencies were aged 55 years and over at 30 June 2021[5].

The graph below shows the number of employees in each of the age groups.



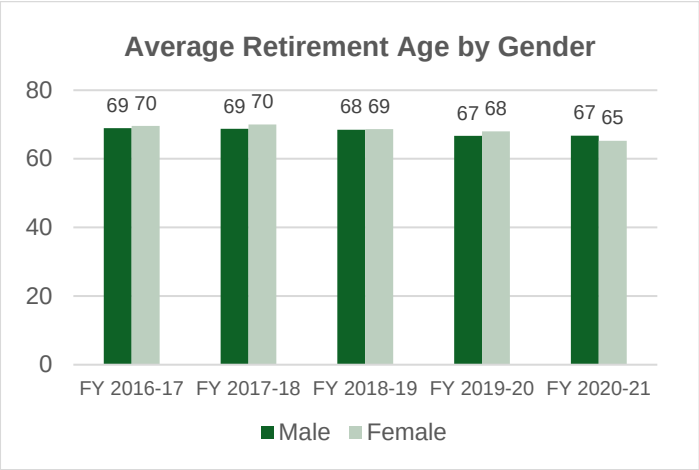
The age profile for male employees is older than for female employees. 64.9% of non-casual females are aged under 50 years compared to 51.6% of males.

The graph below shows the age profile of employees by gender.



Over the past 5 years the average retirement age for employees has declined for both men and women. In 2020 – 21 the average retirement age for women declined by 3 years, which may be related to the gendered impacts of Covid-19 experiences.

[5] NSW Public Service Commission Workforce Profile Report 2021

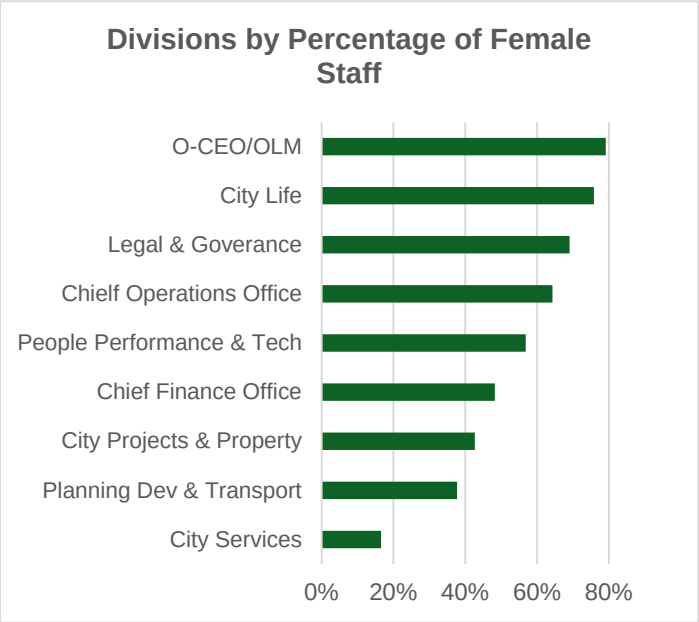


Gender

At 30 June 2021, 57.7% of non-casual employees were male, compared to 42.3% female.

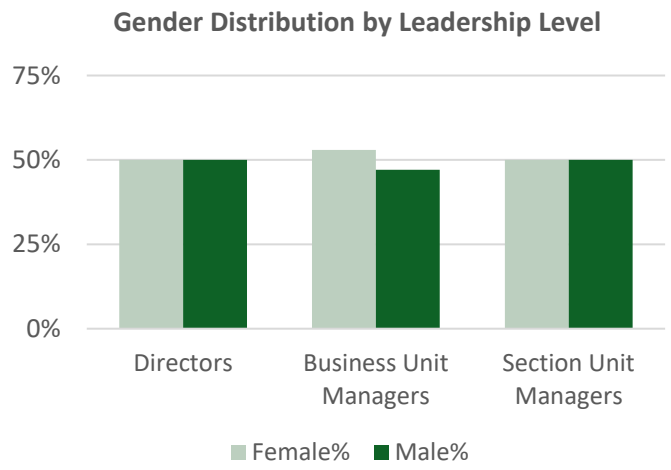
Female employment has increased over the past 8 years, from 39.2% in 2012, rising above 40% for the first time in 2018, to the current level of 42.3%.

The percentage of female employees varies across the City. Amongst the larger divisions, the City Life division has the highest percentage of female non-casual employees (75.8%), followed by the Legal and Governance division (69%).



At 30 June 2021, the overall proportion of female employees performing managerial and supervisory roles at the City of Sydney was 53.3% as compared to 41.8% in 2014. This is higher than the overall percentage of female employees at the City (42.3%).

The City now has gender-balanced leadership. The next graph shows that in 2021, the proportion of women at director level was 50%, at the business unit manager level was 52.9% and at section manager level was 50%.



In 2020 – 2021, there were 32 internal employee promotions, of which 17 were achieved by female employees[6]. This indicates 1.9% of female employees received a promotion compared to 1.6% of male employees.

Pay Equity

In 2021 the City undertook its sixth gender pay equity review guided by the Workforce Gender Equality Agency framework for private sector workplaces.

The City calculated its gender pay gap (the gap between the average total remuneration of women and men across the City) on 2 measures of pay – 'total remuneration' (base pay plus variable pay including overtime) and 'base salary'.

The City's total remuneration gender pay gap was 3.4 per cent in favour of women compared to WGEA total remuneration national pay gap of 20.1 per cent in favour of men.

The base salary gender pay gap was 9% in favour of women (an increase from 2019/20). This compares with the national gender pay gap of 14.2% in favour of men and the public sector pay gap of 10.8%[7] in favour of men.

Diversity and Inclusion

Aboriginal and Torres Strait Islander employees

At 30 June 2021, 2.5% of the City's non-casual employees identified as being a person of Aboriginal or Torres Strait Islander descent. This compares to 3.7% reported in the NSW Public Sector Workforce Profile, 2021[8].

The City is working towards its Stretch Reconciliation Action Plan employment target of 3% by 2023.

The City Services division has the highest percentage of Aboriginal and Torres Strait Islander staff (4.9%).

[6] Payroll data 2020-2021. A promotion is when an employee advances to a more senior level and band in the organisation
[7] Workplace Gender Equality Agency, Australia's Gender Pay Gap Statistics, https://www.wgea.gov.au/sites/default/files/documents/Gender_pay_gap_factsheet_august2021.pdf
[8] NSW Public Service Commission Workforce Profile Report 2021

Employees with Disability

At 30 June 2021, 1.6% of the City's non-casual employees had identified with one or more limitations or restrictions associated with a disability. This compares to 2.5% of employees reported in the NSW Public Sector Workforce Profile, 2021[9].

In 2020 – 21 due to known challenges with under-reporting, the City offered employees an anonymous option to identify as living with a disability. In this survey, 3.4% of respondents said they had a disability.

Culturally and Linguistically Diverse (CALD) employees

As at 30 June 2021, 19.7% of employees identified as a part of culturally or linguistically diverse (CALD) group.

Additionally, 8.1% of all employees reported that they spoke a language other than English at home in comparison to 18.5% of the NSW Public Sector workforce.

LGBTIQA+ employees

In 2017, the City of Sydney became one of the first councils to collect information for employees who identify as being LGBTIQA+ employees. Currently 3.9% of City employees identify as being LGBTIQA+.

The table below shows changes over the last 4 years.

	2018	2019	2020	2021
Aboriginal and Torres Strait Islander employees	2.1%	2.5%	2.3%	2.5%
Employees with a disability	1.4%	1.9%	1.6%	1.6%
Culturally and linguistically diverse employees	18.2%	19.0%	18.8%	19.7%
LGBTIQA+ employees	2.8%	3.4%	3.5%	3.9%

The City acknowledges there are many factors influencing whether employees self-report diversity data, and that this contributes to under-reporting. The City continues to encourage employees to self-identify as being a part of a diversity group, to build a more accurate picture of the workforce and to provide more support to employees.

[9] NSW Public Service Commission Workforce Profile Report 2021.

Where do the City of Sydney's employees live?

At 30 June 2021, an estimated 12% of non-casual employees lived within the City of Sydney Local Government Area as compared to 14% in 2018.

41% of our employees live within the 5 km radius and a further 15% live in the 5-10 km radius. The remaining 44% of employees live further than 10 km from the City LGA.

The heat map below shows the residential locations for our employees.



EEO, Diversity and Inclusion Action Plan



Figure 10. Creative hoardings covering the Woolworths Building during its renovation, April 2022 - Photo by Abril Felman/ City of Sydney

Our commitment to Equity, Diversity, and Inclusion

At City of Sydney, we recognise that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney. We also understand that having a diverse and inclusive workforce improves organisational performance, innovation, engagement and service quality.

Diversity and inclusion make good business sense because they deliver a range of positive organisational, team and individual outcomes. (Diversity Council of Australia, 2021)

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, traditions, religious and spiritual practices.

We demonstrate our commitment to diversity and inclusion by respecting our employees, and, treating employees fairly and equitably. We strive to eliminate discrimination, to actively remove barriers to inclusive employment and to promote workplace relationships that are based on understanding and respect. We want to foster a safe environment where people feel valued for who they are.

We want the City of Sydney to be an inclusive organisation – one in which employees trust they will be treated fairly, feel diversity is valued and respected, and report that top leaders demonstrate a genuine, visible commitment to diversity and inclusion.



Figure 11. City of Sydney staff participating in Mardi Gras parade, March 2022 – Photo by Abril Felman/ City of Sydney

Our commitment to these diversity and inclusion is reflected in the following plans and programs:

– Stretch Reconciliation Action Plan (2020 – 2023)

– Inclusion (Disability) Action Plan (2021 – 2025)

– Participation in the Human Rights Commission's IncludeAbility program

– Disability Confident Employer status (from the Australian Network on Disability Network)

– Our annual Gender Pay Gap reporting.

The commitments in these plans and programs will not be repeated in this document.

This Action Plan demonstrates our ongoing commitment to action. It outlines our high-level and aspirational goals for 2022–26 and the ways we will monitor and review our progress.

Background

The City of Sydney (the City) aims to provide a work environment that supports equity, diversity, and inclusion, and is free from discrimination, harassment, and vilification as determined by legislation. The City believes that a diverse workforce that reflects the community it serves and represents, is better equipped to understand and meet their needs.

The City is committed to meeting the Equal Employment Opportunity (EEO) obligations outlined in Section 344 of the Local Government Act 1993:

a. Eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and

b. Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

State Alignment

In addition to the Local Government Act (NSW) 1993, this plan also considers other state-level policy and legislation, including:

– *Anti-Discrimination Act (NSW) 1977*

– *Multicultural Act (NSW) 2000*

– *Disability Inclusion Act (NSW) 2014*

– *Carer Recognition Act (NSW) 2010*

National Alignment

The preparation of this plan also considers national policy and legislation, including:

– *Human Rights and Equal Opportunity Commission Act 1986*

– *Racial Discrimination Act 1975*

– *Sex Discrimination Act 1984*

– *Disability Discrimination Act 1992*

– *Age Discrimination Act 2004*

City Alignment

This EEO, Diversity and Inclusion Action Plan is informed by the City's community strategic plan. It supports the vision for Sydney to be a highly connected city – that is, a city that is diverse, welcoming and inclusive; one that will be resilient with the capacity to adapt to change and withstand adversity.

This plan also aligns with other City initiatives, including:

– Stretch Reconciliation Action Plan (2020 – 2023)

– Inclusion (Disability) Action Plan (2021 – 2025)

– Human Rights Commission's IncludeAbility program

– Disability Confident Employer status

– Annual Gender Pay Gap reporting.

Moreover, the plan supports Sydney becoming a city for people – a socially supportive community that is safe, and inclusive. Feeling safe is associated with being free from discrimination based on gender, ethnicity or origin, culture, language, relationship status, pregnancy, sexuality, race, medical conditions or disability, age and political or religious belief.

Key Deliverables

This Action Plan sets out the key deliverables that address the City's commitment to EEO principles and which together provide a roadmap for a diverse and inclusive workplace. These include actions to:

– Deliver the workforce commitments within the City's Stretch Reconciliation Action Plan 2020 – 23

– Implement the workforce actions within the Inclusion (Disability) Action Plan 2021 – 25

– Report on gender equity as part of an annual workforce reporting process and implement initiatives to improve gender equity

– Embed the principles of diversity and inclusion in the City's core people management processes (recruitment, learning, development, performance) and leadership and employee capabilities and related programs

– Develop initiatives to further support workplace diversity and inclusion including among Aboriginal and Torres Strait Islander people, people with disability, women, culturally and linguistically diverse (CALD) people (including refugees and asylum seekers), LGBTIQA+ people, young workers, mature age workers, and carers.



Figure 12. Yabun Festival celebration in Victoria Park, Camperdown – Photo by Joseph Mayers / Joseph Mayers Photography

Our achievements

We recognise we still have much work to do.

However, we are building upon a strong foundation and have a lot to celebrate, including:

– Achieving accreditation from the Australian Network on Disability to become a ‘Disability Confident Recruiter’

– Becoming a member of the Australian Human Rights Commission’s IncludeAbility employers’ network

– Increasing the number of Aboriginal and Torres Strait Islander employees from 1.6% of our workforce in 2016 to 2.7% in 2022

– Achieving the Gender Equality target of 50% female representation in leadership roles

– Being one of very few organisations to have a positive pay gap in favour of women, reflecting a high number of women in management roles

– Becoming one of the few organisations to collect data and report on the workforce participation of LGBTIQA+ staff

– Sponsoring the ‘Counting Culture’ Research – an Australian first approach for defining, measuring, and reporting on workforce cultural diversity in a respectful, accurate and inclusive way by Diversity Council Australia (DCA) and the University of Sydney Business School

– Establishing Executive level sponsors to promote workplace diversity and inclusion

– Maintaining active employee reference groups – City Women, City Pride, DiverCity and the Aboriginal Torres Strait Islander staff network

– Establishing targeted mental health awareness and mental health first aid training for staff and management.



Figure 13. Beginners tai chi class focusing on physical and mental wellbeing – Photo by Katherine Griffiths/ City of Sydney

Our work has also been recognised by others:

– 2020 Ministers' Award for Women in Local Government – Employment Diversity – Metropolitan
– 2019 Australian HR Award for 'Best Workplace Diversity and Inclusion Program'
– 2019 Australian Human Resource Institute (AHRI) Finalist 'Diversity and Inclusion Champion'
– 2018 Local Government NSW Award for 'Best Diversity and Inclusion Program'
– 2018 and 2019 Ministers' Award for Women in Local Government – 'Women in non-traditional roles'
– 2018 Australian LGBTIQA+ Awards – Finalist 'Best New Employee Network'.

Developing the Action Plan

Planning

The City undertakes diversity and inclusion action planning through annual and longer-term management plans linked to the business planning cycle. This integrated approach ensures diversity actions are incorporated in workforce planning and major business change initiatives.

Responsibility

A commitment to equity, diversity and inclusion at the City starts with the Chief Executive Officer and the Executive. Overall corporate responsibility for monitoring workforce diversity and inclusion lies with the Director People, Performance and Technology. Managers and staff throughout the City are responsible for implementing EEO principles and supporting a diverse and inclusive workplace.

Monitoring and Evaluation

Monitoring and evaluation of equity, diversity and inclusion performance is a regular part of the annual business planning and reporting cycle. The City is required to periodically report progress against equity, diversity and statistics to the Council and other government bodies in addition to ad hoc requests from other government agencies.

Informing

The EEO, Diversity and Inclusion Action Plan 2022 – 26 includes actions to ensure staff are kept informed of the initiatives and of their EEO rights and responsibilities in the workplace. Information is shared through:

– Online communication including intranet, email and online resources
– Specific Diversity and EEO related training programs and inclusion of Diversity and EEO topics in a wide range of general training programs
– Leadership and staff briefings/information forums
– Induction training
– Diversity network meetings.

Review of Policies and Practices

The City's policies and practices are monitored to ensure they are consistent with equity, diversity and inclusion objectives and EEO legislation and are informed by best practice research and resources. Equity, diversity and inclusion principles are considered in major projects, when developing new or changed work practices and when creating and reviewing relevant policies.

The EEO Policy applies to all City staff, agency staff, consultants, job applicants, contractors, volunteers, trainees and work experience participants. The City, being the responsible employer, is legally accountable for discrimination in employment matters. The City's programs are informed by

the EEO (Commonwealth Authorities) Act 1987 [the Act]. The Act requires organisations to have programs that:

– Promote the employment of designated disadvantaged groups (Aboriginal and Torres Strait Islander peoples, people with disability, people from non-English speaking backgrounds and women)

– Facilitate the elimination of all forms of unlawful discrimination and harassment in the workplace.

The Act also requires annual reporting on progress against program objectives, which the City does each year in its Annual Report.

Focussing our efforts on 3 strategic goals



1. Build a more diverse workforce

Build on our strengths and learn from others to recruit and retain a diverse workforce and invest in leadership diversity.

Diversity refers to the mix of people in an organisation – that is, the differences between people in how they identify in relation to their Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background[10]

[10] Diversity Council Australia, https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained

These identities may shape the way people view and perceive their world and workplace – as well as how others view and treat them.

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, religious and spiritual practices.

At the City we see diversity and inclusion as critical business enablers. Helping us attract and retain high potential employees , to futureproof our relevance and capacity to solve complex real-world problems, to be leaders in the local government space, change agents, to develop our capability to lead on matters of national and global importance and to connect respectfully with our citizens and places.

We also accept that we have a social responsibility to advance the employment of people who are unfairly excluded or disadvantaged in the workforce.

We strive to embrace diversity and inclusion at all stages of the employment cycle, from attraction, recruitment, and selection to access to training, promotional and development opportunities. Not only do we want to attract new talent from different backgrounds, we want to support our existing employees to develop their skills and careers at the City and achieve their best.

We will achieve this by:

- Promoting the City of Sydney as an inclusive employer of choice, that values and supports diversity in its workforce
- Partnering with specialist employment agencies to attract Aboriginal and Torres Strait Islander candidates and candidates with disability to work for the City of Sydney
- Reviewing our entry-level programs to help create a diverse talent pool for the future – this involves ensuring our programs include strategies to create pathways to permanent positions
- Streamlining our recruitment and selection processes to support the objectives of this plan, remove barriers and reduce the risk of unconscious bias
- Improving diversity in our selection and interview panels
- Analysing retention trends of employees from under-represented groups to identify and mitigate issues, if any
- Broadening our pool of diverse leaders across the organisation.

2. Foster inclusion and belonging

Maintain a workplace that is safe, collaborative, and accountable – one in which employees trust they will be treated fairly, see that diversity is valued and feel as if they belong.

Inclusion refers to getting the diverse mix of people in an organisation to work together to improve performance and wellbeing. Inclusion in a workplace is achieved when people from diverse backgrounds feel that they are:

– Respected for who they are and able to be themselves

– Connected to their colleagues and feel they belong

– Contributing their perspectives and talents to the workplace and

– Progressing in their career at work[11].

An inclusive organisation contributes to greater psychological safety and wellbeing, and a stronger sense of belonging. People are more likely to feel their contributions are valued and are more comfortable raising their ideas and concerns.

The City aspires to be a place where all people are valued and respected, have equal access to opportunities and are encouraged to fulfil their talents and potential. We understand that in order to

[11] Diversity Council Australia, https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained

reap the benefits of a diverse workforce we must create and cultivate a workplace that enables diverse perspectives to be heard and empowers all employees to participate and contribute. To become a recognised leader in diversity and inclusion, we must foster a culture of respect, transparency and accountability and demonstrate this through measured and reported actions.

It has never been more important for the City to prioritise inclusion and belonging. The Covid-19 pandemic has affected our city and community in many ways, with significant impacts on parents and carers, access for people with disabilities, new mental health challenges, and financial hardship. Building a culture of belonging in this context is critical to our reset and rebound to the future.

We also acknowledge that in order to succeed, this plan must be driven from the top. Without visible leadership engagement and accountability there's a risk that diversity and inclusion will be considered a secondary "nice to have" rather than the strategic priority that we believe, it is. We have established leadership commitment and processes to ensure accountability for diversity and inclusion outcomes.

We will achieve this by:

– Engaging and empowering our diverse employees through our employee network groups.
– Implementing the City's mentally healthy workplace plan to support workplace belonging and wellbeing.
– Addressing factors contributing to psychological safety for diverse employees and action mitigation strategies to address any systemic barriers.
– Ensuring our internal policies support an inclusive working environment.
– Strengthening leadership and manager capabilities to build a diverse workforce and manage inclusive ways of working.
– Strengthening our leadership engagement and accountability for diversity and inclusion outcomes.
– Developing and implementing an Aboriginal and Torres Strait Islander Workforce Strategy to support the recruitment, retention, support, and development of Aboriginal and Torres Strait Islander staff.
– Implementing a Cultural Inclusion Strategy.
– Learning from and sharing good practices, experiences and lessons learned across business areas and with our external partners.

3. Create awareness and build effective measures

Build awareness and skills in diversity and inclusion. Strengthen workforce data and evidence to inform effective decision making and programs.

"Diversity and Inclusion is everyone's responsibility" – and that's why it is the actions and behaviours of employees and managers at all levels of our organisation that will determine how successful we are in creating an inclusive culture. We believe that all our employees are responsible for creating an inclusive and supporting environment within their sphere of influence.

As a large and complex organisation, communication and engagement can sometimes be challenging. Strategic communications and stakeholder engagement will encourage buy-in to our goals through consistent, clear, and honest messaging. We will support awareness raising through appropriate workplace education and training.

We will regularly monitor our progress and evaluate the effectiveness of our strategies and initiatives. Progress measures will include the collection of workforce diversity data, employee engagement, evaluation of learning activities, and diversity performance compared to benchmarks.

Overall progress against the goals and targets in this plan will be reported bi-annually to the City's leadership team throughout the duration of the plan.

We will achieve this by:

- Increasing our employees' awareness and appreciation of diversity and inclusion through targeted engagement and learning activities.
- Continuing to monitor the diversity of our job candidates and employees in order to understand the make-up of our workforce and to identify barriers which may be affecting the recruitment, progression or experience of diverse candidates and employees.
- Developing and delivering diversity and inclusion training aimed at addressing unconscious bias in the workplace and promoting inclusive leadership and management practices.
- Educating hiring managers and key decision makers on embracing diversity in recruitment and selection.
- Regularly reporting on the diversity dashboards and other workforce planning analytics metrics.
- Promoting voluntary equal employment opportunity identification (including questions from Counting Culture research) to measure and better understand the diversity of our workforce. This will be supported by an internal communication explaining the importance of collecting this information.
- Monitoring the workplace experiences of diverse segments of our workforce.
- Deploying effective communication channels to promote understanding of lived experiences of diverse employees.

Glossary

Belonging: the individual sense of being accepted in the workplace.

Capabilities: the skills, knowledge areas, behaviours and mindsets needed at an individual level to adapt and to succeed in the context of continuously emerging changes at work.

Collaboration: a working practice whereby individuals work together for a common purpose to achieve an outcome.

Data analytics: use of data-informed methods to improve planning, decision making and management.

Digital literacy: having the capabilities to learn and work in an environment where communication and access to information is increasingly through digital technologies, which includes internet platforms, social media, and mobile devices.

Employee experience: the intersection of an employee's expectations (including needs, wants and values), their environment (including culture, people and leaders, work, programs and processes and workplace / tech) and the events (including life, career and organisation) that shape their journey within an organisation.

Human centric mindset: a mental disposition / attitude that cultivates deep empathy for the core needs of individuals. In the context of solving problems, a human centric mindset means balancing the needs of the organisation with the needs of users, customers and the community.

Hybrid working: a flexible working model where employees work partly between the physical workplace, and partly remotely – at home or from another workspace.

Inclusion: the achievement of a work environment where all individuals are treated fairly and respectfully and provided of equal access to opportunities and resources to ensure they can contribute fully.

Organisational culture: a "pattern of shared basic assumptions" (Schein, 1992) that guide how work gets done within an organisation. It includes the organisation's vision, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

'**People first' culture**: a culture that actively considers and fulfils the needs of all people, including the community and employees. Within the organisation, a 'people first' culture ensures that people of all backgrounds, ages and abilities belong and are given the opportunity to thrive.

Skills: the ability to perform a certain task / activity or to manage a certain tool, technology or process.

Value Proposition: the collection of rewards and benefits that a company can offer its employees, in return for the capabilities and experiences that they bring to the company.

Ways of working: the set of principles, practices and processes that determine how a team / organisation collaborates to deliver outcomes.

Workforce planning: the process through which an organisation analyses and plans for the workforce and capabilities it needs in the future to ensure it has the right people, in the right place, at the right time.





Information and Technology Strategy 2022

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

CITY OF SYDNEY

Contents

Summary 3

Developing community focused services 4

- Current trends that have influenced this strategy 4
- Strategic statements 6
- Priority actions 6

Managing information and data for public good 8

- Trends that have influenced this strategy 8
- Priority actions 10

Optimising technology and communications infrastructure 11

- Trends that have influenced this strategy 11
- Strategic statements 14
- Priority actions 15

Governance, management and risk 16

Cover image: Sydney city at night with technology theme overlay depicting a connected city – Photo by Abril Felman / City of Sydney

Summary

This strategy outlines how the City of Sydney plans to develop and use information and technology services over the next 4 years.

It responds to growing community, client, and workforce expectations that life and work tasks can be performed digitally at any time and from anywhere.

Our local businesses are rapidly embracing new capabilities into their service delivery models. And our residents and visitors are changing how they use online services and interact socially. As a local government agency, we need to meet these expectations, make the most of new technologies and make the right services easily available.

With the ever-growing presence of technology, we also need to ensure the right controls are in place for privacy, security, and the ethical management of personal information.

This strategy forms part of the City of Sydney's Resourcing Strategy and aligns with our community strategic plan, Delivering Sustainable Sydney 2030–2050.

This strategy does not describe our work on influencing the digital economy of Sydney and enhancing the digital literacy and inclusion of our communities – that work is detailed in other City of Sydney documents, including the community strategic plan. Our previous information and technology strategy in 2017 set the foundations for a new generation of service delivery systems and best practice management and governance of technology, information and data.

This strategy builds on our earlier work and sets actions that will transform our capability in digitalised services and the use of data and information. It sets these out in 3 key areas of focus.

Focus area 1: Developing community centric services

Our community expects a high standard for digital services. In the next 4 years we will increase the range and quality of our digital services and ensure a consistent and connected experience across our services. We will extend our digital channels to make it easier for our community to provide comments, share ideas and take part in consultation activities. We will also increase community access to digital equipment.

Focus area 2: Managing information and data for public good

Information and data present enormous opportunity for community and societal benefit. In the next 4 years we will continue to improve data quality, governance, management, and record keeping. We will publish open data to the City of Sydney's data hub and develop a document publishing hub that facilitates easier access to information.

Focus area 3: Optimising technology and communications infrastructure for service delivery

Digital systems and their supporting networks have become a core local government capability – they are essential resources and tools to run the City of Sydney's operations. We will review how we manage our foundational systems and technology to support changing business requirements, further improve cyber security and monitor advances in emerging and sensing technologies for our assets and services. We will also collaborate with stakeholders developing the Tech Central precinct to optimise placement and access to digital infrastructure.

Developing community focused services

Our residents, business and communities are at the centre of our work to transform the City of Sydney's digital services.

The digital systems and processes in local government have traditionally been property centric, focused on managing land, planning, property, public infrastructure and associated regulatory services. While this work remains a core responsibility, this strategy reframes digital services by placing the needs of our communities – our residents, businesses, and the other agencies we interact with, first.

Our new service systems will integrate how we manage incoming service requests across all areas of service delivery. For example, if a community member chooses to email us about a topic, make a follow up phone call, and message us on social media, we will be better able to coordinate these points of contact and our response.

We also want to move a majority of our information and transactional services onto digital channels to make doing business with us faster, simpler, more personalised and accessible.

This will allow our communities to interact with us easily and in real time, see the relevance in the services and information we provide, receive timely alerts and notifications, and have better mechanisms to give feedback on our services.

Current trends that have influenced this strategy

Our community expects a high standard for digital services

Community expectations for digital services have escalated in the last decade. We have seen rapid digital services development in e-health, e-commerce, remote learning, entertainment, the arts, social services, and events. These expectations have been amplified by the Covid-19 pandemic.

The Greater Sydney Commission reports:

"A 700% increase in telehealth services and large-scale increases in collaborative work and social platforms since the pandemic was declared and a 300% increase in library e-loans illustrate how the pandemic is accelerating the digitisation of all areas of life. Over the last 10 years the proportion of households in NSW with access to the internet increased from around 70% to around 85% across all categories of households".

(Source: Greater Sydney Commission, 2020, City-shaping impacts of COVID-19)

People's food and shopping decisions are also more likely to be digital. Around 82% of Australian households shopped online in 2020 and total purchases were higher by 48.5% on 2019 levels. (Source: Inside Australian Online Shopping eCommerce update, December 2021)

Expectations of clear and consistent government communications are growing

In 2019 the City of Sydney's research into customer service needs identified that across all age groups, between 68% to 81% of our communities wanted to access our services all in one place online.

Our communities expect us to provide information upfront and once only, minimise unnecessary interactions with them, protect their personal and transactional data, and keep them informed to a level they choose, and in a communications style they prefer.

They want connected services that meet their needs and account for the context of their interests and circumstances. For example, the range of connected services needed for a life event like moving house, or for a stage of life such as children needing childcare and holiday activities, or for entertainment.

They also want rapid end-to-end transactions. These include being able to book, pay and receive a receipt in real time, and access to high-quality automated chat assistance to provide general and transaction-specific information.

Customer experience (CX) has grown as an industry and practice in the business sector over the past decade. And people now expect similar business grade services from government agencies. The NSW Government has made substantial progress toward this goal, making connected services accessible through the Service NSW online portal.

The City of Sydney also needs to provide responsive digital services that are easy to access and use, and to a quality that matches or exceeds people's everyday experiences and expectations.

Our digital channels are designed to support equity and inclusion

The City of Sydney targets WCAG 2.1 AA accessibility standards as the preferred standard for our digital properties and we work to influence third party providers to meet this benchmark.

Our digital channels will support equity and inclusion, reaching more people more quickly and easily than in-person services. Language accessibility and translation services are becoming increasingly viable.

We are using insights on how people respond to our digital services to learn more about needs and preferences and better target these services over time.

We also know that some people will require or prefer in person or phone services. As more transactions and general enquiries are fulfilled through online services, we will be able to free up capacity to help people with more complex needs.

During the Covid-19 pandemic, we gained stronger insights into the need for public access to the information technology available in our libraries and community centres. Access to digital equipment remains an issue for some members of our community.

Our role is to provide a connected end-to-end digital journey

The City of Sydney serves residents, businesses, visitors, and partners through multiple separate systems. Examples include systems for planning and property management, rates, waste management and direct community services.

However, interacting with disparate systems can provide an inefficient and fragmented experience with respect to contemporary expectations.

We aim to create an end-to-end journey that seamlessly draws from different business systems for easier interactions. This will require integrating our internal systems and processes to enable consistent and appropriate communications and build lasting relationships with our community members.

Centralised governance supports these efforts setting standards, streamlining operations, and providing a coherent strategic direction.

Artificial intelligence technologies help enable responsive connected digital journey

Our communities expect a personally customised experience as they interact with our digital channels. Artificial intelligence algorithms can help deliver this experience by using previous interactions to tailor predictive search, to power the virtual assistant and other navigations to quickly guide community members to the digital services they want, automate manual processes and data capture, and support improved real-time decision-making processes.

The City of Sydney will approach the use of this key enabler ethically, taking care to ensure our algorithms are free of biases that may generate poor or unwanted outcomes.

Open banking and payment options are diversifying

With the increasing use of digital wallets and services such as PayPal, and in the context of the recent pandemic, people expect contactless payment processing options.

There has also been substantial growth in banking, payments and financial data accessibility standards that has changed the provider and consumer landscape.

The City of Sydney needs to monitor these developments and continue to integrate diversified payment methods into our digital services.

Strategic statements

The City of Sydney will plan and develop responsive digital services that are easy to access and use, robust, always available, and at a level that matches our users' experience of digital products and services in everyday life.

We will use human-centred service design principles, involving co-creation and testing with users during the design and development stages of our digital products and services. This will help ensure our services match our communities' needs, are easy to use and are informed by a diverse set of perspectives.

We will apply design and development standards and techniques to ensure our products and services are accessible and inclusive.

Third party systems will provide detailed transaction processing and data storage.

We will plan, design and execute integrations between systems to create a consistent and connected experience.

Priority actions

- Design and build a new, improved and richly featured customer portal and services layer (CityConnect).
- Progressively increase the range of digital services, using human-centred design practices, including co-design, and testing with our communities.
- Revise, redevelop and extend our digital channels for community engagement and consultation.
- Develop new and improved channels for booking and use of community facilities.
- Increase community access to digital equipment through focussed extensions to our public access to technology program and through partnerships with other providers in social services sector.
- Invest in integrations between systems to ensure a consistent and connected experience across our services.
- Extend our customer relationship management (CRM) solution to ensure technology works seamlessly for our communities across any channel.

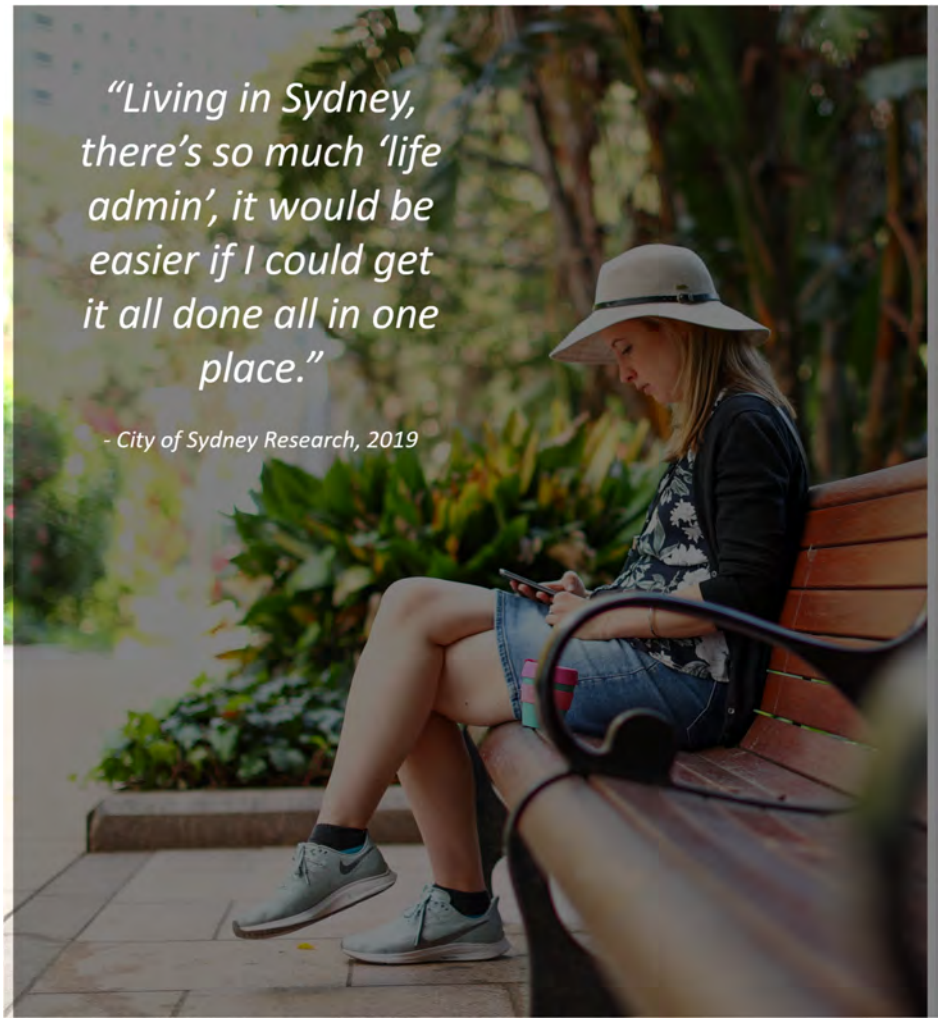


Figure 1. Person using mobile device on a bench in Hyde Park – Photo by Mark Metcalfe/City of Sydney

Managing information and data for public good

Information and data are arguably the longest lasting assets of any organisation – underpinning all the City of Sydney manages and does.

The ever-increasing volume of information and data created in the digital economy present huge opportunities for community and societal benefit, but also presents considerable risks.

We need to protect information and data to ensure privacy and confidentiality, long term access to records, and preserve history for future generations.

We manage information and data in line with: *State Records Act 1998 (NSW)*; *Government Information (Public Access) Act 2009 (NSW)*; *Privacy and Personal Information Protection Act 1998 (NSW)*; and *Health Records and Information Privacy Act 2002 (NSW)*.

Trends that have influenced this strategy

Data protection and ethics have become mainstream

Australia has long been at the vanguard of privacy, confidentiality, and data ethics. Strong privacy legislation is administered and monitored by federal and state bodies.

The City of Sydney has high standards in privacy, confidentiality, security, ethical use, and record keeping. But we need to continuously improve and remain vigilant.

At a time of exponential growth in information and data, we need to keep the principles of informed consent and data minimisation front of mind.

Providing public access to information and data remains essential

Openness and transparency are the cornerstones of public sector institutions, promoting good governance, accountability, and high levels of community participation and trust. Openness also facilitates opportunities for innovation.

As a NSW public sector organisation, we must comply with the Government Information (Public Access) Act 2009. This law is overseen and monitored by the NSW Information and Privacy Commission, which has a mandate to contribute to social and economic wellbeing in NSW by leading effective information access and privacy.

The City of Sydney has robust practices in place to comply with this Act. These practices need to keep pace with changing community needs and expectations, with more information and data being published under our proactive disclosure program.

Growth in big data and analytics will change how we interact with our city

Around 90% of all data in existence today was created in the past 2 years. By 2025 worldwide data is projected to reach 175 zettabytes, of which 80% will be unstructured data (video, images, sound, and documents). An estimated 90 zettabytes will be from sensors.

The astonishing growth in data and advances in technology have driven growth in data science and analytics – the application of machine learning and artificial intelligence to predict the future and help prescribe the best course of action.

Spatial intelligence and data are particularly important for local governments as it provides insights on how people interact with the built form – telling us what is working well and where improvements can be made.

Digital twins – a near-time model of a space, building, or even city – is an emerging trend underpinned by spatial data exchange, Internet of Things sensors, and spatial intelligence analytics. It has the potential to fundamentally change the way we understand, plan, and manage our area. When combined with virtual and augmented reality, the way we experience the City of Sydney area is also open to fundamental change.

Strategic statements

The City of Sydney will ethically manage personal and confidential information to prevent harm to people and organisations.

We will provide and promote equitable public access to City of Sydney information and data to meet the spirit and requirements of the *Government Information (Public Access) Act 2009*.

We will contribute to the information economy to foster innovation.

We will manage data in line with record keeping and archival requirements to ensure defensible business decisions and preserve history for future generations.

We will optimise the volume of physical and digital information and data to be managed and stored to ensure continued compliance with legislation, minimise costs, and reduce environmental impacts.

We will provide business and spatial intelligence for better planning, operations, and decision making.



Figure 2. Building data analytics capabilities - Sydney harbour skyline – Photo by Abril Felman / City of Sydney

Priority actions

– Establish data stewardship across the City of Sydney with a focus on data privacy, confidentiality, security, ethics, quality, and sharing.

– Engage with academia, industry, and communities about our data hub and our archives and history resources catalogue to inform, engage, educate, and improve services to the community and encourage innovation.

– Develop a document publishing hub that complements the City's data hub and facilitates easier access to information.

– Digitise business processes and improve data quality, data sharing, and records management.

– Deliver business and spatial intelligence and analytics solutions that provide actionable insights for improved planning, operations, and decision making.

– Digitise physical information for improved access to information, compliance with record keeping legislation, reduced storage, and management costs, and reduced environmental footprint.

– Educate the City of Sydney’s workforce in information access, information and data governance and management, and business intelligence.

Optimising technology and communications infrastructure

Local governments now rely on digital and communications technologies as essential infrastructure for their services. Even services that are provided face to face or involve the planning, management, and maintenance of the physical aspects of the city and public domain rely on digital systems and technologies for planning and administration. Without reliable, fit for purpose technology the City's business continuity is at risk.

This dependence on technology to provide core local government services means we need longer term planning and appropriate investment. We also need strong capabilities to achieve the necessary standards, reliability, and security of services that support Sustainable Sydney 2030–2050 business outcomes.

Trends that have influenced this strategy

Digital systems and their supporting networks have become a core capability for resilient service delivery

We depend upon an increasing asset base to provide our services digitally. This has implications for funding and investment and managing this asset base to ensure digital services are secure, integrated and continually available.

The 3 main classes of technology assets are:

- public facing service channels, information display and data collection interfaces
- internal administration and operational systems to complete transactions and store the associated data and records
- digital infrastructure including data storage, networks, cabling and switching devices.

The City of Sydney uses a mix of vendor provided products and systems spanning these asset classes. Our employees are responsible for ensuring daily availability and continuity of the technology services, for constructing integrations between systems and for assurance of vendor deliverables.

Sufficient budget is required to ensure appropriate lifecycle management of these classes of asset, including project work for major uplift and renewal, and funded programs for management and maintenance.

Planning and managing these assets also requires a skilled workforce with capability in a range of electrical engineering specialisations including infrastructure, networking, applications development and integration, cyber security, and end user computing. The City of Sydney must attract and retain a sufficiently skilled engineering workforce to effectively manage this critical and complex set of assets and providers.

The associated resource requirements are recognised in our long-term financial plan and our people strategy.

Working digitally has become mainstream

In the past 2 years our expectations and capabilities to work digitally have escalated rapidly and with this our ways of working have changed. Our workforce has become more digitally adept, adopting new tools and techniques for working effectively remotely but together and for collaborating and sharing knowledge, documents and workloads.

This shift means that we have an increased need for up to date, high performance, well secured end user device fleet and an operating environment to support our employees to work digitally.

Australian local government systems are highly customised and a long-term asset class

Local government services are delivered within a web of organisational and administrative arrangements. In Australia there are variations in the range of services and regulatory requirements in each state, and variation between regional and urban areas.

Local government business systems are thus highly configured and customised to meet local scope and regulations – they are bespoke and not easy to change or replace. This adds cost and limits the City of Sydney's choices.

In the scale of all business, local government is a very small sector. The vendors servicing the Australian local government market are few and are also challenged with keeping pace with consumer quality expectations.

The City of Sydney acknowledges these constraints and aims to optimise its investment in these complex long-term underpinning systems.

We also need to integrate with the broader government ecosystem

There is a growing interdependency between the digital systems and services at state and local government levels and this increases the complexity of the digital systems we manage.

The NSW Government, through agencies such as Service NSW and Department of Planning and Environment, also seeks to provide connected, consistent, and accessible digital services. It has developed new services in land use, strategic planning, development, lodgement and assessment, and a range of data transfers for building certification. Further developments are in progress or planned.

The City of Sydney will liaise with relevant agencies to understand their digital development plans and roadmaps, and this will inform our technology management and resource planning.

Service hosting options require periodic and in-context assessment

There are 3 main hosting and management options for the systems and technology deployed by any organisation to deliver its services.

Pure "cloud services" are standardised services that are owned, developed, and managed by others. These are accessed with a subscription fee.

Vendor hosted services are where the provider establishes a customised system and operating environment for specific use by an organisation over an internet connection. The provider manages availability and periodic upgrades for that specific environment.

On-premises management is where a product or service is installed in the organisation's data centre under licence, and its availability, operating environment and upgrades are managed by the organisation.

The City of Sydney will continue to use a mix of all 3 service provision methods to provide a resilient and available service. The methods selected for a service depend upon several factors including product maturity, our needs for data storage, security considerations, comparative costs between methods, and needs for integration with other City of Sydney systems and services.

Many providers of generic platforms and common enterprise processes, such as collaboration platforms and tools, financial and human capital management systems, have transitioned to offer their products via cloud services. Consuming these services via subscription, transfers the cost of digital technology from a capital expenditure to an operational expenditure and this needs to be factored into long term financial planning.

Emerging technologies and methods require ongoing assessment

Many industry sectors are incorporating innovative capabilities such as augmented and virtual reality, blockchain, digital twins, quantum computing and robotics into their business operations. The City of Sydney maintains awareness of the application of these technologies, to assess their beneficial applicability in relation to our business needs. Key areas include the use of augmented reality for visualisation of proposed changes in the built environment and public domain, and digital twin capabilities for modelling, mapping, and managing assets, buildings, and landform.

Digital infrastructure in the urban realm requires greater planning and management

Modern global cities increasingly rely on digital infrastructure for effective and efficient operations. The data and alerts generated from sensing technologies such as cameras, probes, and meters, can potentially assist many aspects of city planning and operations. Candidate areas include kerbside management, pedestrian flow, lighting management, waste management and resource recovery, water management in relation to consumption, quality and reuse, environmental condition sensing, safety management, and building management.

Sensing technologies need access to reliable network connections, adequate computational processing power and sufficient network bandwidth to efficiently transmit data.

For example, sensors that report on the state of a service, such as water flow speed, or air quality, typically log and report small volumes of data periodically. Devices that manage traffic flow must assess large volumes of data in real-time and need a large bandwidth and/or computational processing (edge computing) close to the sensor.

These technologies require extensive planning and management that consider these factors:

- **Forward planning**: anything designed in the urban setting involves long-term planning
- **Cost management**: the cost of retrofitting technologies is far greater than designing into initial construction or planned major refurbishments. Ongoing cost of maintenance and renewal needs to be built into asset management plans
- **Jurisdiction**: who has primary responsibility for the asset. In Australia, many sensing technologies are managed by other government agencies such as transport, police and emergency services, and through everyday life such as cars, building management systems, home management systems and smartphones. These rely on our telecommunication network carriers
- **Data sources and services**: Many data aggregators already collect data from a range of sources, which can be alternate data sources for city services planning and management
- **Ethical use of data**: data from sensing technologies and third-party services must comply with privacy principles
- **Security**: data from sensing technologies must be protected from intentional and unintentional compromise in terms of its veracity and availability
- **Network density**: migration from prevalent 4G to forward network protocols including 5G, Wi-Fi and LoRaWan are increasing the density of street level equipment
- **Aesthetics and public amenity**: good planning and design is required to ensure sensing technologies and the networks they rely on do not degrade amenity in the public domain.

Our focus will be to establish policies and initiatives that encourage the business community, service delivery partners and the City of Sydney to adopt and expand infrastructure that contributes to our Sustainable Sydney 2030-2050 vision.

Collaboration and partnerships with these groups will be critical to establishing the foundation for emerging and as yet, unknown capabilities across the city.



Commented [KH1]: Image changed

Figure 3. Securing digital services – Sydney Tower and skyline - photo by Abril Felman / City of Sydney

Cyber security issues are escalating

The threat and volume of cyber security incursions in all areas of life and business has escalated dramatically.

The Australian Cyber Security Centre reports cybercrime increased by 13% and ransomware reports by 15% during 2021. Risk increases as our community users continue to embrace digital channels and workers work remotely.

The City of Sydney has a strong foundation of policies, processes, and controls to protect our technology assets and services from both intentional and unintentional compromise. A strong focus on cyber security protections will continue to be integral to our technology planning and management.

Strategic statements

The City of Sydney will continue to plan and maintain 4-year and 10-year outlooks for best practice lifecycle management of information and technology assets to ensure continuity of services, transition to digital channels, integrated efficient systems and effective digital working.

We will define, attract, and retain a sufficiently skilled workforce to plan, manage, assure, and maintain our digital services, systems, and infrastructure.

We will prioritise the deployment and continual upgrade of sufficiently performing network and end user devices that enable our workforce to work digitally.

We will continue to periodically assess the most appropriate hosting environment (cloud, hosted, or on premises) for our business systems and collaboration platforms to inform our project roadmaps, and also at inflexion points when we procure new products or upgrade existing facilities.

We will liaise with relevant government agencies to understand their roadmaps for digital development as inputs to our technology and resource planning.

We will optimise investment in our long-term foundational systems through effective configuration and integrations.

We will continue to monitor and advise on emerging technologies and their communications networks to assess their benefits and ensure appropriate installations in the public domain.

We will collaborate with relevant owners, regulators, and operators of infrastructure for water, energy, transport, and communications who are delivering projects for development and installation of digital infrastructure.

We will continue to extend our cyber security capability to align to industry best practice guidance, including recommendations from the Australian Cyber Security Centre (ACSC) and with reference to other key international frameworks such as National Institute for Standards and Technology (NIST) Cyber Security Framework and ISO27001 – Information Security Standard.

Priority actions

- Mature our enterprise architecture practice to govern the design and development of technology services and support the effective coordination and integration of internal and external components.
- Review and renew data centre services to respond to changing requirements for key city business systems and further strengthen the environmental performance of our infrastructure and end-user devices.
- Increasingly advocate for effective regulations to balance the interests of the public domain with the requirements for increased density of communications infrastructure.
- Monitor advances in emerging technologies, including sensors, and how they can help in the planning and management of our assets and services.
- Increase focus on reducing risks relating to vendor provided systems.
- Respond to revisions of Australian Cyber Security Centre guidance to identify any adjustments required in our approaches and programs.
- Review and confirm the long-term plan of management for our core local government business systems of record.
- Collaborate with stakeholders developing projects within the Tech Central precinct, to ensure optimised siting and access to digital infrastructure.

Deleted: entre for Cyber

Governance, management and risk

As an integrated part of the City of Sydney Resourcing Strategy, the Information and Technology Strategy guides a sustained course of action in a rapidly and ever-changing environment.

Over the term of this strategy, technology platforms and business systems that were once desirable for service delivery and business operations, will become primary channels. This means they must be treated as core and critical assets that are continuously managed through a lifecycle of planning, development or acquisition, maintenance and uplift, and/or replacement and retirement.

Governance systems need to keep pace with this change, including systems for ethics and security. We need a strong ethical framework to protect privacy and secure data. Maintaining our critical technology infrastructure to prevent cyberattacks is crucial.

The City of Sydney's executive and its budget and project management processes provide oversight of the direction and delivery of information and technology planning, service delivery and projects. They also consider and guide information and technology risk management and ensure ongoing alignment with organisational strategic priorities.

The Information Protection Coordination Group provides advice and assistance across the City of Sydney on privacy, information security, data governance, records management, and ethics.

Service delivery and performance outcomes are included in the City of Sydney's planning hierarchy of annual operational plans and 4-year delivery program, with regular progress reporting in place.

Information technology risk and audit assessments are done periodically and reported through our audit, risk and compliance committee. The City of Sydney's annual financial audit process has a strong focus on assessing the related technology and systems controls related to financial outcomes. This audit is completed by the Audit Office of NSW and reported to NSW Parliament.



Figure 4. Information on the go - Sydney Town Hall clock – Photo by Abril Felman / City of Sydney

This page intentionally left blank





Community Engagement Strategy and Participation Plan 2022

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

CITY OF SYDNEY

Contents

Acknowledgement of Country	3
Introduction	4
Informing our engagement approach	5
Understanding the legislative and decision-making framework	7
The communities we serve	10
Community engagement framework	15
Engagement approaches	20
Advisory groups and partnerships	28
Engaging diverse communities	32
Community participation plan for land use planning	44
Appendices	47

Front cover image: *'I am Sydney'* writing workshop for the Community Strategic Plan.
Photographer Damian Shaw. Copyright City of Sydney

Acknowledgement of Country

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of this place we now call Sydney, and we acknowledge their continued connection to Country. We pay respect to Aboriginal and Torres Strait Islander Elders past, present and emerging.

Introduction

Our commitment to engage

Community participation is a guiding principle of effective and accountable local government. We are required to engage the communities that we serve – the people, organisations and businesses that have a stake in the future of Sydney and are impacted by the decisions made by the City of Sydney.

This document is a framework for how we engage communities in the decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies, strategies, programs and services.

"To achieve our super connected city in every way, the first thing for us is good governance on all levels implemented to restore true democracy. This means for us meaningful community consultation at every stage." Advisory panel member



Emerging Civic Leaders program for the Community Strategic Plan
Image credit: City of Sydney

Informing our engagement approach

Engaging on the community strategic plan

The City of Sydney engaged with communities extensively to develop a new long-term community strategic plan to deliver Sustainable Sydney 2030-2050 Continuing the Vision.

The 18-month engagement process was awarded Australasian Project of the Year in 2020 by the International Association of Public Participation and was recognised as one of the top 3 projects internationally.

We started the process in 2018 by asking community members how we would know if our engagement with them was effective. We continued to ask participants for feedback on our approach throughout the process. This information has been used to improve and refine our engagement approach.

Feedback also included explicit recommendations on the importance of involving communities in decision-making for the future of Sydney.

First Nations community members asked us to be brave and be the first city to recognise cultural authority and embed it in governance structures and decision-making. People raised the importance of speaking for Country and listening to the voice of Country.

Children and young people told us about the importance of listening to their views in planning for the future – as they will be the ones to live with the decisions we make now and they have unique perspectives and creativity.

Businesses identified collaboration, co-working and partnerships as characterising the future. The creative sector said Sydney should strengthen its creative relationships and encourage collaboration and that communities should actively participate in shaping their own identities.

The final step in the engagement process was a Citizens' Jury. This group of 43 randomly selected and demographically representative citizens considered the insights gathered from the community engagement process and recommended concepts to transform Sydney by 2050. The first 2 of their 8 recommendations addressed community participation in decision-making:

Recommendation 1 – participatory governance: a new model of governance that genuinely engages citizens in decision-making on all levels which is responsive and adaptable.

Recommendation 2 – First peoples of Australia leadership and representation: the Traditional Custodians of the land being able to play a central role in how to shape the city, through active participation in governance that is embedded and respectful.

Resilient Sydney strategy

The resilient Sydney strategy was developed with 33 metropolitan Sydney councils, the New South Wales (NSW) Government, business and communities in 2018. Resilience is the capacity of

individuals, communities, businesses and systems within a city to survive, adapt and thrive, no matter what kinds of chronic stresses and acute shocks they experience.

The engagement process for the strategy identified community agency as essential to community resilience. Communities have an appetite for acting in collaboration and partnership with governments and businesses. The strategy affirmed this in its first direction.

Direction 1: People-centred city

We include communities in decision-making for growth and equity. We will provide our diverse communities with a genuine say in the decisions that affect them, ensuring those most impacted are included.

Ongoing insights

We also drew insights to inform this strategy from the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel and the Disability (Inclusion) Advisory Panel and ongoing engagement with businesses and the creative sector. We spoke with City of Sydney staff who deliver services directly to communities and have expertise in working with particular groups. We evaluated our engagement and we continue to seek feedback from community members about what works for them.

Understanding the legislative and decision-making framework

City of Sydney decision-making

The City of Sydney is a local council responsible for a range of services within its designated local area.

We seek input from communities when we develop projects, strategies and plans. These views are put to council, made up of 10 elected councillors, to discuss and vote on. We provide councillors with the outcome of community engagement to assist in their decision-making.

At the City of Sydney, issues are discussed and considered at regular council committee meetings where members of the public can speak to specific decisions before council. Then a formal decision is made at a council meeting the following week. The council can also delegate certain decisions to the Lord Mayor and to the Chief Executive Officer (CEO).

The council committees where members of the public can address councillors are:

- Corporate, Finance, Properties and Tenders Committee
- Environment Committee
- Cultural and Community Committee
- Transport, Heritage and Planning Committee

There are the guidelines for speakers at council committee meetings.

Members of the community can also speak at meetings of the Central Sydney Planning Committee and our Local Planning Panel. The Central Sydney Planning Committee determines applications for major developments with an estimated cost of more than $50 million. The committee was established under the *City of Sydney Act 1988* and is made up of the Lord Mayor, 2 councillors and 4 members appointed by the Minister of Planning.

The Local Planning Panel is an independent committee that determines certain development applications. Set up as required by the *Environmental Planning and Assessment Act 1979.* it has 4 members, including a community representative selected by the council.

Members of the community can also give input at meetings of the Local Pedestrian, Cycling and Traffic Calming Committee. This body considers the needs of pedestrians, cyclists and motorists in our area and gives technical advice to our council. It includes representatives from the City of Sydney, NSW Police, Transport for NSW, local members of the NSW Parliament, and other NSW government agencies. It is an important stakeholder mechanism to enable coordination across responsible authorities. However, it does not have decision-making powers.

Some elements of community engagement are directed by state government legislation. This includes the *Local Government Act 1993* and *Environmental Planning and Assessment Act 1979* which both require plans outlining how the City of Sydney will engage the community to inform decisions. Others include *Crown Lands Management Act 2016* and *Roads Act 1993.*

Appendix A includes a list of NSW legislation, standards or policies that outline requirements for community engagement.

There are many other occasions where we seek community insights and involvement in the development and delivery of projects, strategies, programs and services. In some cases, community engagement is required to inform a decision of council and at other times input from the community is incorporated into the project, program or service in implementation.

Local Government Act and integrated planning and reporting

All councils are required to have a community strategic plan that sets long-term goals and outcomes. This plan, along with a long-term financial plan and delivery program ensures the needs of the local area and communities are planned for and met. These documents along with other mechanisms, including a community engagement strategy, make up the integrated planning and reporting framework.

The Local Government Act identifies community participation as a guiding principle of local government. It states that councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

The Act also requires councils to “establish and implement a community engagement strategy for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).”

The Office of Local Government has guidelines specifying the community engagement strategy should be reviewed and adopted by council every 4 years. This document aligns with the Office of Local Government guidelines and standards.

Environmental Planning and Assessment Act and community participation plan

We apply a community participation plan in carrying out our planning functions. This plan meets the requirements of the Environmental Planning and Assessment Act, which specifies community planning panels and mandates community consultation in planning matters for all councils in the Greater Sydney region and other specified areas. It describes mandatory requirements that the City of Sydney must meet for public exhibition and notification processes for land use planning matters.

The City of Sydney’s community participation plan is included in this document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Act.

There are mandatory statutory timeframes for the public exhibition of planning related documents and applications including planning proposals, planning agreements and development applications. These are set out in the Act and the Environmental Planning and Assessment Regulation 2000. Mandatory public exhibition timeframes for relevant planning matters and the associated notification processes are described in the chapter on land use planning and in appendices C, D and E which make up the community participation plan.

Both the community engagement strategy and the community participation plan follow the guiding principles identified in this document (chapter 5). These are additional to the requirements of the

Environmental Planning and Assessment Act and but reflect good practice in engagement and the City of Sydney's overall approach.

Privacy

The City of Sydney is committed to protecting the privacy of personal information we collect from our community. Our Privacy Management Plan explains how we manage personal and health information under NSW privacy laws including the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002.* It includes information on how to access and amend personal information. It also guides our employees on how to comply with the NSW Information Protection Principles and Health Privacy Principles when we collect, store, use or disclose personal information.

We collect personal information in a variety of ways in order to perform services and functions. We assess the appropriate level of personal information to be collected on a case-by-case basis with a view to minimising the amount of personal information we collect and manage. We use personal information for the purpose for which it was collected and may use it as is necessary for the exercise of other council functions.

We actively engage with our communities through a range of methods outlined in this strategy. We use personal information, such as contact details, in different ways to interact with community members depending on the nature of the project, strategy or service.

Where legislation requires us to inform and engage our communities, we use personal information, including rates records, that we already hold for other purposes to contact people.

We also use personal information provided to us by individual members of our community, such as email addresses, to involve them on other issues that we think might be of interest or relevance to them and to better meet our community engagement commitment. For example, we may email participants who have provided feedback on previous community consultation initiatives (through Sydney Your Say) about new plans for their area. We may invite specific program attendees to subscribe to a program newsletter or attend other information sessions.

Non-residential register

In 2015 the NSW Government amended the *City of Sydney Act 1988,* making it compulsory for us to maintain a register with details of people and corporations that may be entitled to vote as

non-residents in our local government elections. The City of Sydney is the only council in the state with this legislative requirement.

Non-residents are owners, occupiers and rate-paying lessees (or their nominees) of rateable property in the City of Sydney local government area who are enrolled to vote outside our area.

Voting is compulsory for these non-residents with property interests in the City of Sydney. Voting is optional for non-residents in all other NSW local authorities.

The number and percentage of non-residents on the City of Sydney electoral roll has grown significantly since the legislation was introduced, increasing from 2% in 2012 to over 25% in 2025. This means around 1 in 4 voters do not live within the City of Sydney local area.

The communities we serve

Defining community

The Local Government Act requires councils to engage their “local community”. Defining the local communities the City of Sydney serves is complex.

We have over one million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. A mix of cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments are based in the local area because of Sydney’s role as a capital and global city. We also have non-resident property owners and occupiers – with properties, both large and small.

These communities are diverse. The people who rely on Sydney as the place they live, work, study, do business, access services or visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections of our communities to other communities.

Our local communities are all of these people and organisations that have a stake in the decisions the City of Sydney makes.

Recognising diverse communities

One way to understand the complexity of the communities in the City of Sydney is through how communities of people relate to an issue or decision. The types of communities described below overlap and intersect.

Communities of place
Many of our projects aim to improve places. Often the most interested and impacted communities are those that live or work around these projects. For example, when consulting on improvements to a neighbourhood park, we aim to reach the local residents, property owners, school or childcare services and nearby businesses.

Communities of place also include groups of people who hold a particular connection to a place because of its historical or cultural significance, such as Aboriginal and Torres Strait Islander communities to Redfern; LGBTIQ+ people who identify with Oxford Street and the Chinese business community in Chinatown. People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park or people using the local library or community centre.

Communities of interest

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners

- peak bodies, advocacy and industry groups, like NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing.

Communities of interest may form advocacy groups and networks that the City of Sydney can tap into, such as business chambers, resident action groups and interagency networks. Such communities may also convene around a shared activity – sporting or recreational clubs, bush care and gardening groups, cultural and creative communities and people involved in informal activities like dog walking.

Communities of identity

These communities define themselves. They include First Nations communities, LGBTIQA+ communities, culturally and linguistically diverse communities. Within communities there may be smaller groups, such as trans and gender diverse communities. It is important to remember that there is diversity within these communities.

They may gather around cultural and religious beliefs. Communities of identity may associate by age, for example groups of young people or older people. Sometimes these groups form as a result of shared experiences, for example social housing tenants who live in a particular neighbourhood.

Communities of need

The Covid--19 pandemic reminded us that the needs of people must take priority. For example, in 2020 the City of Sydney community recovery plan found that 74% of people surveyed agreed it was “very important that we support people that are vulnerable during the pandemic”.

These may be people who face food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services, including digital information channels. These are people who need the City of Sydney to work in a way that understands and addresses their vulnerability, so they can participate in daily life and our decision-making processes.

Communities of the future

Perhaps the most important communities to consider in our decision-making are the communities of the future. Their perspectives are often difficult to consider. Two ways we can try to include the perspectives of communities of the future in our engagement are:

- consult children and young people who will live with the impacts of our decision-making the longest
- ask the people who we consult to consider the needs and perspectives of those who will be part of their communities in the future.

“We are the ones who are going to have to live through the things we choose right now”

Youth Summit participant



Children's Summit for the Community Strategic Plan
Image credit: Katherine Griffiths / City of Sydney

Government and institutional stakeholders

The City of Sydney works within an environment of other levels of government that have overlapping or complimentary responsibilities. We consult each other in our strategy and project development and implementation. State government agencies also consult communities in our local area. In these circumstances, it is important that people are clear about who and which level of government – local, state or federal – is responsible for making the decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the *Land Rights Act 1983*.

We engage with educational institutions, including the tertiary sector, schools and early learning centres which are important nodes of community connection in our local area. One example is our memorandums of understanding with the University of Technology Sydney and Sydney University.

Increasingly we are working with health providers to understand community needs, to respond to urgent situations – such as the pandemic – and to plan for the needs of future communities.

We work collaboratively with state government agencies and local services in developing shared approaches to support social housing community members across the city and to ensure that these residents' voices are heard and their needs are realised in urban renewal projects.

The City of Sydney works with surrounding metropolitan councils on issues that cross our local government areas, on the resilient Sydney strategy and program and on economic or cultural development.

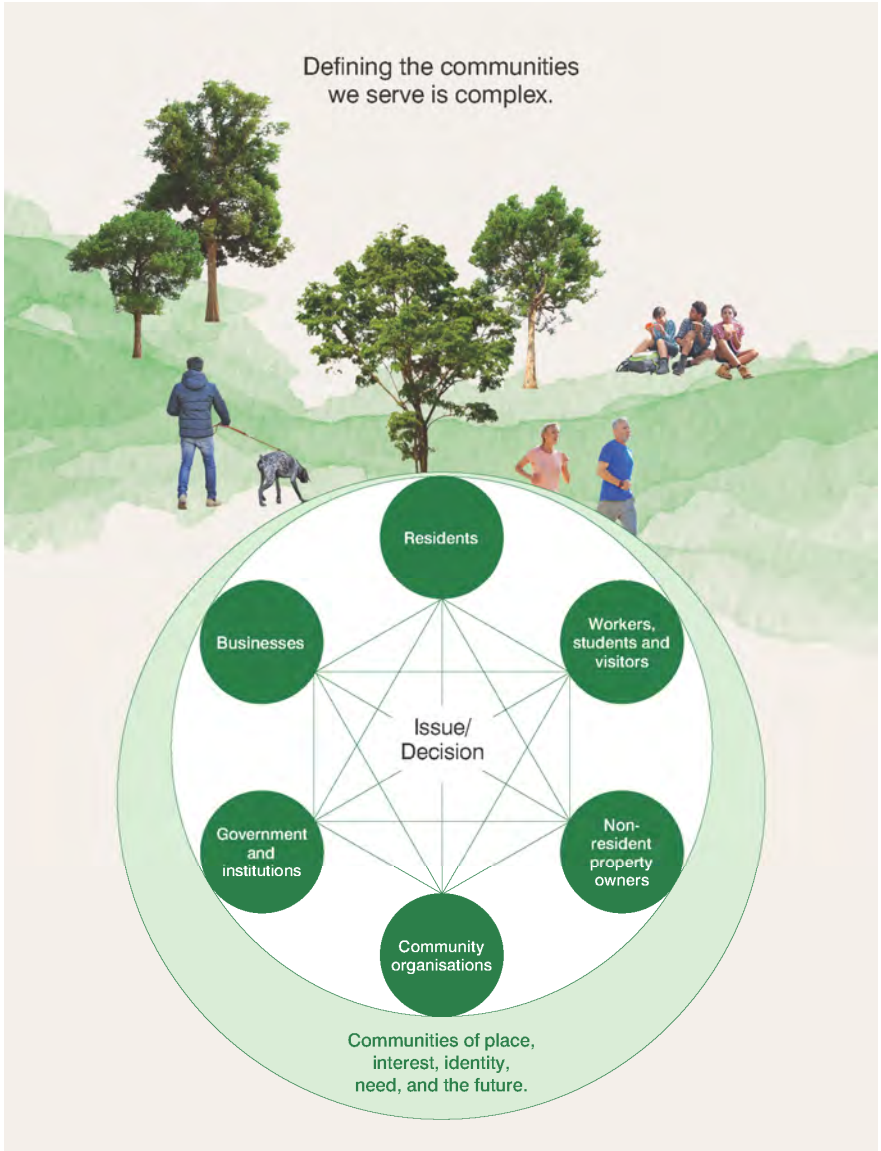
And we work with state government agencies to inform the Greater Sydney and state level policies, plans and strategies they develop. We champion engagement with communities to better inform

approaches to land-use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We are a member of national and international groups, including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

Figure 1. Defining community

Commented [A1]: Infographic added 9/6/22



A snapshot of our city in 2021

By June 2020 the City of Sydney local government area was home to an estimated 248 736 residents. There were an estimated 664 850 jobs located in our area.

The City of Sydney's gross regional product is estimated at $130.22 billion (2020), which represents 20.8% of the gross state product.

Demographic profile
City of Sydney residents are relatively young, with a median age of around 32 years (2016). This compares with a median age of around 36 years in Greater Sydney residents.

Over 32% of residents live alone in one person households. However, most city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 13% of residents.

City of Sydney residents are well-educated with 44% holding bachelor degrees or higher qualifications and a further 14% attending university. This compares with 28% with bachelor or higher qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the 2016 employment profile of our residents. A total of 38% of employed City of Sydney residents were professionals – more than any other category – while 17% were managers – the second highest occupational group. In comparison in Greater Sydney 26% were professionals and 15% clerical and administrative workers – the next highest occupational group.

Cultural diversity
Almost half of our area's residents were born overseas, with 45% of the overseas-born residents arriving in Australia between 2011 and 2016. Residents born in Asia now comprise more than one-quarter of the population of the city.

More than one-third of city residents speak a language other than English at home, the most prevalent of which is Mandarin followed by Thai, Cantonese, Indonesian Spanish and Korean.

Work and transport
There was a 64% labour force participation rate among City of Sydney residents in 2016. This represents the number of people working or looking for work as a percentage of the total residential population aged over 15 years. Of this group, 94% were employed and 6% were looking for work.

Almost two thirds – 65% – of City of Sydney's resident workers were employed locally.

On the 2016 census day, 22% of people in our area travelled to work in a private car, 36% took public transport and 27% rode a bike or walked. Just 4% worked at home.

Housing
A total of 47% of City of Sydney residents were renting their home privately. A further 30% of households were purchasing or fully owned their home and 8% lived in social housing (2016). The balance did not state their tenure.

Community engagement framework

What is community engagement?

Community engagement or public participation is the process of involving people in the decisions that affect their lives.

Community engagement strengthens our planning and delivery of projects and services by helping to:

- create a vision and new ways of thinking
- understand the needs and aspirations of communities
- challenge our assumptions
- check that we are on the right track
- refine and implement projects, programs and services
- empower communities to act.

It enables good governance and informed decision-making by promoting shared responsibilities for decisions. It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community about the decision-making process.

Engagement outcomes

Community engagement at the City of Sydney aims to:

- Create better solutions for our local area. Drawing on local knowledge from a diverse group creates solutions that are practical, effective and responsive to needs.
- Increase trust in our governance and decision-making processes. Working together improves communication and understanding.
- Develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve the Sustainable Sydney 2030 – 2050 vision. Engaged and active communities will drive change.

The process of community engagement

One way to understand different types of engagement with the community is through a continuum from informing through to empowerment.

Informing takes place when a decision has already been made or action is required, and we need to make sure that those affected are aware of the facts. *We are keeping you informed*

Consulting takes place when a project requires some input or feedback before part of the project or decision is progressed. *We care about what you think*.

Involving takes place when we work with the community to develop alternatives and identify preferred approaches. *You are helping us think and act differently about the issue.*

Collaborating takes place when we partner with stakeholder or community groups to work out what needs to be done and to develop and implement solutions. *Your leadership and expertise is critical to how we address this issue*

Empowering takes place when final decision is put in the hands of the public. *We will implement what you decide.*

All engagement processes need to inform and will have some level of consultation. Some projects will require community involvement and collaboration. On a few occasions, the City of Sydney is able to delegate decision-making to members of the community on all or parts of a project.

Engagement principles

The City of Sydney's approach to community engagement is guided by the following principles:

Our engagement processes have integrity.

We will make sure our engagement is clear in scope and purpose. Our engagement will be timely, accessible, well-planned and meaningful.

Our engagement activities are inclusive and accessible.

We will strive to capture a range of values and perspectives. We will design engagement activities that overcome barriers to people being able to participate. We will strengthen the capacity of our communities to participate in decision-making.

Our engagement is two-way.

When we engage, we will promote dialogue and open up genuine discussion. We will support people with accurate information and create a space to weigh up options and develop common understanding.

Our engagement influences the decisions we make.

We will publicly report the outcomes of community engagement and show how these influenced the decision. We will provide feedback to participants on the results of their contribution. People will be able to see and understand the impact of their involvement.

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter what their age, gender, views, interest in the outcome, wealth or cultural background.

Planning engagement that is fit for purpose

There is no single perfect approach to engagement. The City of Sydney delivers a range of very different strategies, projects, programs and services. It is important that the community engagement process matches in each case and is fit for purpose.

When we plan engagement on a project, strategy, program or service we consider:

Impacts

Who are the people who will be impacted by the decision? How many people will be impacted? And what are the impacts?

Context

Why are we doing the project? What is the history of the project? What other issues may impact that community? What constraints do we have, such as timeframes set by other levels of government?

Scope

How much influence can the community have on the outcome? What are the negotiables and non-negotiables? What is the scale of the project? What is its budget?

Based on the answers to these questions, engagement can range from simple to complex. Our analysis shows us when we should engage deeply with communities or simply inform them.

The amount of effort we apply to an engagement process fits the requirements of the decisions being made. This informs the combination of engagement activities we use each time.

We list types of engagement activity in appendix B.

Reporting the results of engagement

The information we collect through community engagement helps our staff and councillors make decisions. It is also important that the community can easily access the outcomes of community engagement.

The City of Sydney publicly reports the details and outcomes including:

- consultation activities undertaken
- activities to promote participation in the consultation (for example letterbox drops)
- number of people and organisations who participated and key demographic information
- feedback from our communities (for example survey results and workshop outcomes).
- summaries of key issues and themes raised and how we intend to respond to each of these
- online engagement activity, such as number of visitors, document downloads, video views and comments and social media statistics.

Engagement reports can be found as supporting documents to council papers and we share the results on the consultation pages of the City of Sydney's website. People who participated in the engagement and provided contact details are always notified when results are available.

Using developments in digital technology, we will increase the channels and tools we use to report the outcomes of community engagement.

Evaluating engagement

We evaluate our community engagement against our guiding principles and in line with the complexity of the engagement process. We use the knowledge gained through evaluation to continue to improve our engagement practice.

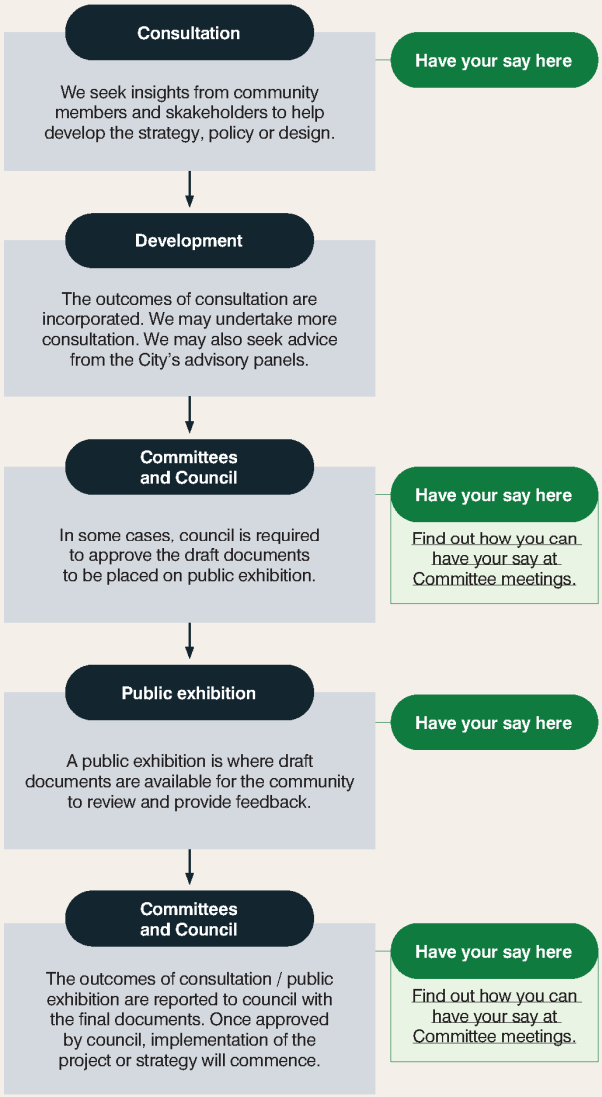
We use community feedback, insights from project teams, information from our website and the demographic information we collect to understand how well our engagement activity measures up against our guiding principles.

Value	Goal	Measure
Integrity	The project is clear in scope and purpose.	Feedback gather through engagement is relevant and useful.

	The project is well designed and implemented.	Engagement plans are developed identifying impacted communities.
	Communities are informed.	Projects are publicised and materials are viewed.
Inclusiveness	We capture a range of perspectives from different people.	Feedback is received from a diverse range of people identified in the engagement plan.
	The participation experience is accessible.	Activities are accessible and suitable for diverse communities.
Dialogue	We make space for people to exchange views.	Techniques promote a two-way conversation, providing an opportunity for people to hear each other.
	We listen to people.	People tell us they feel listened to.
Influence	People can see and understand the impact of their involvement.	Engagement reports are published detailing the feedback from the community. Council reports explain how feedback has influenced the decision.

Figure 2. When can I have my say?

Commented [A2]: Infographic added 9/06/2022



Find out how you can have your say at Committee meetings
cityofsydney.nsw.gov.au/guides/guidelines-for-speakers-at-council-committees

Engagement approaches

People-centred engagement

Listening and respecting

Participating in engagement should be an enjoyable and worthwhile experience. It should be delivered in a respectful and welcoming way. It should create an environment where all people feel they can share their ideas without fear, while listening to and respecting the views of others.

"People were welcoming and respectful and wanted to hear what a young person had to say." Workshop participant

Information channels

Individuals relate to different forms of information – visual, audio and written mediums. People also like different amounts of information. To provide information in a way that best suits different people we use summaries and long-form documents, easy read versions, translations, images, videos, data maps, virtual reality experiences, workshops and presentations. Using different formats helps overcome barriers to participation.

Strengthening civic efficacy

Positive and effective engagement invests in the civic efficacy of society. It builds people's sense of empowerment and belief in their own ability to participate and make a difference. Effective engagement communicates the important role communities can play in council decision-making. It also builds knowledge within communities about how decisions are made.

Evidence shows that people who participate in sustained and impactful engagement processes are likely to use those skills and sense of empowerment to become more involved in community organisations and groups.

"The workshop gave me the opportunity to comment on issues that are not always the ones that I think about a lot." Workshop participant

Engagement that builds relationships

Hearing the views of others builds understanding and empathy.

When evaluating our engagement, we found that 69% of respondents valued hearing the views of other people. People also spoke about the importance of conversations that crossed generations and of making sure the diversity of their community was involved. Students spoke about how much they enjoyed hearing the views of peers from other schools and of building networks and connections.

In our conversations with diverse communities – First Nations communities, culturally and linguistically diverse communities, people facing vulnerability – we are regularly reminded of the importance of ongoing relationships between the City of Sydney and the communities we serve.

"I've had a really good time collaborating with people from other schools. It's been really, really interesting because, the future we are going to be living in 2050, we have the power to change that." Youth Summit participant

When people can see the results of their input and build connections within their communities, they will continue to participate in the City of Sydney's community engagement and develop an ongoing role in democratic decision-making.

"A happy thriving community of citizens who want to and feel like they are able to give ideas and will be listened to." Workshop participant



International Students Leadership and Ambassadors Program workshop
Image credit: City of Sydney

Citizens' Jury recommendations

The City of Sydney held a Citizens' Jury as part of the consultation on our community strategic plan. This group of 43 randomly selected and demographically representative community members was convened in late 2019. The jury considered and made recommendations on concepts that

should be introduced by 2050 to help realise the communities' vision for Sydney. They considered the insights gather from our community engagement process and proposed 8 transformative concepts. The first 2 of their recommendations address community participation in decision-making:

Recommendation 1 – Participatory governance

What: We want a new model of governance that genuinely engages citizens in decision-making on all levels and is responsive and adaptable.

Why: There are currently concentrated power structures making decisions for citizens, rather than citizens holding the power. We want a city influenced by diverse views, needs and wants. We want to rectify imbalances and inequities.

How: We can achieve this through:

- participatory budgeting
- citizens' panels of sizeable scale for true representation
- innovative online voting system
- data to be used by council to generate economic benefit, and help communities

Recommendation 2 – First Peoples of Australia leadership and representation

What: We want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded, respectful. We want Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design, and functioning of Sydney (Eora).

Why: We recognise that our history has displaced the First Peoples of Australia, and that current systems do not adequately allow First Nations' perspectives, values and priorities. Aboriginal and Torres Strait Islander communities possess wisdom and knowledge that must be valued in shaping how we care for our Country and our communities – in governance, planning, education and health. This has the capacity to enhance social and emotional wellbeing for all. We must recognise the cultural authority of the First Peoples of Australia. We want a society that shares the respect for and connection to this land that Aboriginal and Torres Strait Islander people have had for 60 000 years.

How: We need to promote First Nations' self-determination and empowerment so that ideas are not imposed on people and we do not repeat the mistakes of the past. In line with the principles of reconciliation, we want to place responsibility on non-Indigenous people to adapt their systems and practices to value and promote Aboriginal and Torres Strait Islander issues and encourage discourse and community reflection. We need a process of truth telling and recognition that deals with the impacts of invasion and colonisation.

The City of Sydney's response

The recommendations of the Citizens' Jury were reported to council in December 2019. The 8 transformative concepts have informed the project ideas and principles in Sustainable Sydney 2030-2050 Continuing the Vision and the outcomes in our Community Strategic Plan.

We acknowledge the intent of the transformative concepts to deepen and expand the ways government works with communities on decision-making. The City of Sydney will continue to explore these approaches to help realise the communities' vision for 2050.

Deliberative approaches

Depth versus breadth

Many of the City of Sydney's engagement activities reach out and target input from as large and diverse a group of interested community members as possible. This delivers lots of opinions and ideas from the community to the decision-makers. A high level of participation in engagement is important to us in terms of understanding the needs and aspiration of our communities, providing confidence in decisions and building relationships.

However, is some cases, considering an issue in depth is the priority. The issue may be very polarised complex or have significant trade-offs. Sometimes we may be at the point of the process when we need to decide between options. In these scenarios, a small group of community members who deliberate on an issue can help the City of Sydney arrive at the right decision.



Citizens Jury on Sydney in 2050
Image credit: Brett Boardman / City of Sydney

What is deliberation?

The ways we engage when trying to arrive at a decision are:

- debate: seek to persuade by arguing a position
- dialogue: seek to understand through respectful and constructive exchange
- deliberation: seek to find common ground and consensus.

A deliberative process will likely include both debate – for example experts presenting their position – and dialogue – for example participants discussing and exploring each other's views. A deliberative process aims to reach a consensus decision of the group.

Deliberation encourages constructive exchange and active listening. It also promotes critical thinking and challenges unconscious bias. It poses choices that the members of the group must collectively make.

Deliberation requires that participants become well informed about the topic and consider different perspectives in order to arrive at a public judgement (not opinion) about "what we can strongly

agree on". The group is not just considering what its members want, but also what trade-offs they can accept.

Features of a deliberative engagement process

Random selection

A group of community members (usually between 12 and 50) is randomly selected. This group is selected to match the demographics of the population, effectively forming a mini-public. People are not selected to participate because they are vocal advocates or experts. These people may be involved in the process by presenting their position in a debate for the participants to consider.

Time

The group is given the time to consider, research, learn, exchange ideas and arrive at agreed responses to the questions they are posed. This is unlike many engagement processes where time is limited. The City of Sydney has run deliberative engagement processes that extended over a couple of weeks through to citizens' juries that considered issues over several months.

Information

The group is provided with extensive information on the issue and are encouraged to seek out their own sources of information. A citizens' jury should involve an opportunity for jurors to call their own expert witnesses.

Remit and authority

The group is given a clear remit to deliberate on. The council has made it clear that they will act on the recommendations of the group.

Use of deliberative approaches to engagement

Community members are generally willing to invest the time and effort required to participate in a deliberative process because they have trust in the process, care about the outcomes for their communities and can see that their effort will have impact.

A process like a citizens' jury also requires considerable investment from the organisation. It requires expert facilitation, councillors to not just listen but relinquish some of their authority and staff to resource the process with information and expertise.

However, the principles of a deliberative approach, such as random selection and time to consider issues in depth, can also be used in scaled down and more simple engagement projects. The City of Sydney has run a small number of large-scale deliberative processes as well as smaller deliberative workshops.

"It was inspiring to see that a random group of citizens from diverse background, could collaborate with empathy and keen willingness to understand and support each other, and discover we had so much more in common." Citizens' juror

Digital engagement

Over the past 10 years, community engagement has undergone a digital transformation, moving from letters, workshops, town hall meetings and email submissions to a model of engagement where most feedback is collected using digital tools.

The Covid-19 pandemic further accelerated this shift to digital engagement. In response, we have strengthened our digital toolkit and tested alternative approaches, such as online workshops.

The smart city strategic framework describes how the City of Sydney will transform how we engage and support connected and empowered communities through smart, ethical and secure use of data and technology.

We will use developments in digital technology to increase inclusion and access to the City of Sydney's democratic process, provide ways for communities to connect with us and each other, deliver a more personalised experience, and improve the reporting of consultation outcomes.

Face-to-face activities will continue to be a crucial part of how we engage. However, developments in digital technology mean in-person engagement techniques can now be used in more targeted ways.

Digital engagement has also significantly enhanced the data we can share with the community members to ensure their input is informed and meaningful. The City of Sydney is increasingly using data maps and stories as an interactive visual mechanism to support engagement.

Understanding who is participating

There are two ways to ensure we are reaching a diverse cross-section of the community.

1. Target communities: specific networks, forums and engagement activities along with targeted marketing and databases. Examples of how we reach different groups are outlined in the next chapter.

   Digital marketing can also help increase exposure to particular audiences. For example, targeted social media marketing was used to increase the percentage of people under 30 who completed the Sydney 2050 survey.

2. Collecting demographic information about the people who participate in our engagement.

   When we survey people, we ask basic demographic information. This information provides a picture of who we are speaking to and how views within communities change based on age, gender, place of residence among other things.



Youth Summit for the Community Strategic Plan
Image credit: Katherine Griffiths / City of Sydney

Next steps in digital engagement

We are continuing to develop our digital engagement experience through a range of tools and techniques, including quick polls, surveys, consensus tools and interactive mapping. This will strengthen our ability to hear from communities through digital channels, allow people to connect with the views of other in their community, and easily follow the issues they care about. A sign-in process will be implemented, asking some basic demographic information about the people participating. This will help us understand whether we are capturing the views and perspectives of a range of people. It will also allow a more personalised experience where the user can see projects happening in their area and keep updated on progress.

Surveys

Surveys have become a fundamental tool in community engagement and have increased as more engagement takes place online. Most consultations include an online survey.

The City of Sydney also undertakes regular surveys of:

- wellbeing for all our area's residents (every 4 years)
- business needs survey (annually)
- community satisfaction survey (every 4 years)
- service users feedback (continuous).

These surveys provide essential data to understand community needs, measure progress on strategies and evaluate services.

There are three main types of survey techniques that the City of Sydney uses:

1. Online surveys that anyone can choose to do. These provide an effective way for us to collect information from lots of participants. We aim to get as large a sample as possible and we ask for demographic information to check that a range of people are participating. Social media marketing and other promotional activities can be used to encourage underrepresented groups to participate. The City of Sydney's surveys regularly attract over 1000 respondents.
2. Randomly selected phone or online surveys deliver views from a demographic sample. These surveys are usually conducted by a social research company. They provide robust, demographically matched data that allow us to understand the different perspectives between demographic groups. They also overcome any bias that may exist in self-selecting surveys we host on our website. They are an important checking mechanism particularly when there are polarised opinions on an issue. They are also useful when it is hard to achieve widespread community interest and we need to be confident that we are hearing a range of perspectives.
3. Intercept surveys are usually undertaken to capture the views of people who spend time in a particular place, use a service or are at an event. These provide a random sample of the people who value this place, event or service.

Our surveys provide quantitative data that we can test and explore through other engagement activities such as workshops and focus groups.

Coordinated community relations

Coordinated community relations provides a change management approach to support communities through major urban redevelopment projects. This approach has made an important contribution to the successful redevelopment of the Green Square area.

In these neighbourhoods, affected communities face a series of decisions about upgrades to local streets, building new community infrastructure (including parks, recreational, community and

cultural facilities) as well as planning changes and development applications. Among these ongoing decisions, communities also face impacts from construction on multiple projects. In an environment of change, small decisions during construction, such as. temporary removal of parking or nightworks have a cumulative effect.

The City of Sydney supports these communities through a coordinated community relations approach, which includes dedicated webpages and development maps; regular notifications and communication; and construction liaison group meetings that cover multiple projects delivered by different parties (for example the. City of Sydney, Department of Education and various developers).



Have your say day at Green Square
Image credit: City of Sydney

Petitions

Community members can also petition the City of Sydney on issues of concern to them. Petitions can be tabled by a councillor at a council meeting or provided to the CEO and staff for a response. Petitions that are received about a project while it is open for consultation, will be considered as one submission item and included in the engagement outcomes report. The City of Sydney guidelines on petitions can be found in Appendix F.

Advisory groups and partnerships

Advisory panels, committees and working groups

The City of Sydney has established community and sector advisory panels, committees and working groups to provide ongoing, specialist advice on complex issues affecting specific communities or areas of expertise. They do not have decision-making powers. These advisory panels are critical to implementing our long-term strategic vision and also addressing key challenges such as recovery from the pandemic.

These panels are appointed by us and have terms of reference to ensure clarity of purpose and process for appointment. Some are appointed through a public expression of interest while others are by invitation.

Within each panel, the City of Sydney aims to gather a diversity of expertise, experience and perspectives including young people, individuals with disability, Aboriginal and Torres Strait Islander people and those from culturally diverse backgrounds.

Aboriginal and Torres Strait Islander Advisory Panel

The primary role of the Aboriginal and Torres Strait Islander Advisory Panel is to provide input that can inform the policies of the City of Sydney on matters important to these communities.

Established in 2008, the panel consists of community and industry professionals, including Elders, leaders, artists and young people, who live, work or study in our local area. The terms of reference specify that young people and Elders need to be represented on the panel.

Each member brings a wealth of knowledge and skills in providing advice on key issues for Aboriginal and Torres Strait Islander peoples and communities. Panel members contribute a diverse range of views to help build our relationships with Indigenous communities. The panel also provides important advice about cultural protocols, Eora journey projects and our reconciliation action plan.

Inclusion (Disability) Advisory Panel

The City of Sydney's Inclusion (Disability) Advisory Panel provides strategic, expert advice to us on our policies, strategies and plans to advance the inclusion of people with disability. As part of its role, the panel monitors and provides advice on the implementation of our Inclusion (disability) action plan 2021-2025.

Established in 2012, the panel reflects the diversity of the disability sector and members were chosen for their expertise in areas such as inclusion and accessibility, government policy and strategy development, planning and design and disability-related legislation. They advise us on a wide range issues, including access to mental health services, legislative reform, housing, transport, employment, advocacy, arts, culture and events, media and communication.

Multicultural Advisory Panel

The Multicultural Advisory Panel advocates on behalf of culturally diverse communities on strategies to combat racism and discrimination; to promote greater understanding and appreciation of cultural diversity. Established in 2022 we consult this panel on issues such as building

partnerships that nurture cultural diversity, capacity building and increased community connections.

The panel provides advice on matters of importance to culturally diverse communities including their needs and major strategies, such the community strategic plan; We get input from them on cultural events and programming; plus policies and projects which are likely to impact on multicultural communities and businesses.

Housing for All Working Group

The Housing for All Working Group brings together industry leaders and experts to share knowledge and provide advice to the City of Sydney on the development of strategies and initiatives to increase the supply of affordable and diverse housing, including social housing.

Established in 2022, the group includes stakeholders and organisations from the affordable and diverse housing sector plus peak bodies and agencies that represent the interests of Sydney's diverse communities. There are also community representatives who live in affordable and diverse housing.

The City of Sydney actively encourages Aboriginal and Torres Strait Islander housing groups or peak bodies to put forward nominees for membership of the working group.

Business, Economic Development and Covid Recovery Advisory Panel

The Business, Economic Development and Covid Recovery Advisory Panel will provide high-level independent expert advice to us on the implementation of the City of Sydney's economic strategy and support for city businesses to ensure a sustainable recovery from the pandemic. It sets the pathway over the medium term for recovery of our local economy, particularly in heavily impacted central Sydney– NSW's most significant economic centre in a post Covid-19 environment.

Established in 2022, the panel include members who are highly recognised in relevant professional fields and who have demonstrated experience, seniority and knowledge of a range of economic areas.

Creative and Cultural Sector Recovery Advisory Panel

The Creative and Cultural Sector Recovery Advisory Panel provides strategic advice on making space for culture. It focuses on addressing the loss of floor space for people employed in creative industries in Sydney – a critical issue that has been exacerbated by the pandemic.

The panel helps guide our contribution over the medium term to cultural infrastructure programs and sustainable recovery of the City of Sydney's creative and cultural life.

The Cultural and Creative Sector Panel includes a broad range of members who are highly recognised in relevant professional fields and have demonstrated experience and knowledge in the arts, culture and creativity. Members include practitioners, business owners and people with related specialist expertise.

It replaced the Nightlife and Creative Sector Panel in 2022.

Design Advisory Panel

The Design Advisory Panel is an independent panel of experts that helps the City of Sydney continually improve the quality of private development and our own urban design and public projects. It advises us about urban design, architecture, landscape architecture, art and sustainability. Established in 2007, the panel provides advice to staff and decision-makers when determining the direction of major projects.

Public Art Advisory Panel

The Public Art Advisory Panel comprises professional artists, curators and architects who provide advice to the City of Sydney on matters relating to public art. The advice informs the development,

approval and implementation of public art projects and is provided to staff and decision-makers. The panel was established in 2007.

Cycling Advisory Committee

The Cycling Advisory Committee's role is to monitor progress and give advice on implementation of our cycling strategy and action plan. This committee provides a consultation and feedback forum for our area's key cycling stakeholders as part of the City of Sydney's ongoing commitment to cycling.

Established in 2007, the committee includes the Lord Mayor (or delegate), representatives of Bicycle NSW, Bike East, Bike Sydney and Transport for NSW.

Sector partnerships

Better Buildings Partnership

Led by the City of Sydney, the Better Buildings Partnership aims to address the challenges facing the commercial property sector and help Sydney become one of the world's top sustainable cities.

Formed in 2010, the Better Buildings Partnership is a collaboration between leading property owners and industry influencers who are improving sustainability and rolling out green infrastructure in our area. They control or manage over half the office floorspace across Sydney's city centre. These commercial landlords have played an important role in improving the energy, water and waste efficiency of Sydney's existing buildings.

The founding members are AMP Capital Investors, Brookfield Office Properties Australia, Charter Hall, City of Sydney, Colonial First State, DEXUS Property Group, Frasers Property, The GPT Group, Investa Property Group, Lendlease, Mirvac. Stockland, University of Sydney and the University of Technology Sydney.

Sustainable Destination Partnership

The Sustainable Destination Partnership is a collaboration between leading hotel groups, YHA Australia, serviced apartment owners, cultural institutions, entertainment venues and industry influencers working together to make Sydney a sustainable destination.

The partnership represents over half the hotel rooms in the city in addition to all major entertainment venues. These operations create 47% of Sydney's commercial waste, 21% of its carbon emissions and consume 14% of its drinking water.

The members include hotel chains Hilton, Hyatt, Accor and TFE Hotels; Star Entertainment Group, Fox Studios, International Convention Centre and all the government-owned cultural institutions including Sydney Opera House.

Tech Central innovation precinct

Deleted: Centre

Innovation will power Sydney's economic recovery and growth. It is key to raising economic productivity. Innovation requires a healthy tech start-up ecosystem, a high intensity of creativity, a strong pipeline of current and future talent, active research and commercialisation, large-scale investment and a big volume of knowledge-based jobs.

An ideal environment for innovation to flourish is in a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure and investment.

In our local area, the Tech Central innovation precinct encompasses six neighbourhoods which have all the elements for a successful innovation precinct. They are Haymarket, Ultimo, Surry Hills, Camperdown, South Darlington and Eveleigh (including North Eveleigh).

Community engagement strategy and community participation plan

The City of Sydney is an active partner in the Tech Central precinct, working with the Greater Sydney Commission, University of Technology Sydney, University of Sydney, TAFE, NSW Health, Inner West Council, Transport for NSW, Investment NSW and the tech ecosystem operating within the precinct.

Resilience

Resilient Sydney is a collaboration of all 33 local governments of Greater Sydney aiming to improve disaster preparedness and reduce disaster risk to the residents, economy and environment of Greater Sydney. The Resilient Sydney program began in 2015 as a city member of the international 100 Resilient Cities initiative, and Sydney remains a member of the global Resilient Cities Network.

The program and Resilient Sydney office are hosted by the City of Sydney. Funded by the metropolitan local governments, the program is governed by a metropolitan-level steering committee – engaging key senior executives from local and state government, business and community sectors.

The program operates as a hub of networks, engaging councils and partners to participate in the actions and directions of the resilient Sydney strategy (2018). Through engagement with residents, businesses and governments of metropolitan Sydney, the key resilience challenges were identified and noted in the strategy.



Resilient Sydney Strategy Launch
Image credit: Katherine Griffiths / City of Sydney

Engaging diverse communities

Aboriginal and Torres Strait Islander communities

Our stretch reconciliation action plan (RAP) outlines the need for the City of Sydney to be inclusive, innovative and committed in its relationship with Aboriginal and Torres Strait Islander communities. It recognises that Aboriginal and Torres Strait Islander communities need to be empowered with real and genuine connections, not just symbolism. This will be achieved through active participation in governance that is embedded, and most of all, respectful. The City of Sydney will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

The RAP commits to developing a framework for engaging Aboriginal and Torres Strait Islander communities and also specifically children and young community members.

The RAP seeks to:

- establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations
- engage Aboriginal and Torres Strait Islander communities in the City of Sydney's projects and decision-making processes.

The Sydney 2050 First Nations Dialogue Forum held in 2019 asked the City of Sydney to recognise cultural authority and embed it in its governance structures and in decisions-making.

The City of Sydney will look at ways to further empower and centre First Nations voices including through agreement-making. This also aligns with the Australian Local Government Association's Closing the gap implementation plan that commits local governments to partner with Aboriginal and Torres Strait Islander people in making shared decisions that accelerate progress towards equality.

Guiding principles

Engagement with Aboriginal and Torres Strait Islander communities must be guided by the City of Sydney's Aboriginal and Torres Strait Islander Protocols and respect cultural practices and Indigenous cultural and intellectual property rights. It should:

- elevate and centre First Nations voices in our decisions
- respect cultural and community protocols
- understand the diversity of experiences, perspectives and expertise within First Nations communities
- nurture ongoing relationships - ensuring there is the time, flexibility and responsiveness in our approach to build trust.



First Nations Dialogue Forum
Image credit: Mark Metcalfe / City of Sydney

Who we engage

Among groups and people that we engage with are:

- Metropolitan Local Aboriginal Land Council
- Elders, community leaders and residents in Redfern, Waterloo, Woolloomooloo and Glebe and other communities in the local area
- Cultural knowledge holders
- Aboriginal and Torres Strait Islander workers, students and visitors
- Aboriginal and Torres Strait Islander academics, artists, writers, designers, performers and cultural practitioners
- Aboriginal and Torres Strait Islander-controlled organisations, including community services, cultural organisations, religious groups, health and wellbeing organisations and sporting groups
- Indigenous media
- Indigenous businesses
- Aboriginal and Torres Strait Islander staff in government agencies and cultural institutions such as Aboriginal Affairs NSW, the government architect, curators, neighbouring councils
- community advocacy groups and campaigns
- service providers and interagency networks.

Delivering engagement

The role of Aboriginal staff is critical to nurturing and navigating the City of Sydney's ongoing relationships with Aboriginal and Torres Strait Islander communities. We have a specialist business unit – Indigenous Leadership and Engagement – to guide this area of work. However, the whole

organisation must demonstrate a level of cultural capability supported through cultural training and appropriate engagement tools.

We also procure community engagement expertise from Indigenous consultancies, as well as project specific cultural experts, for example Aboriginal and Torres Strait Islander curators, artists, writers, architects and designers.

All the City of Sydney's engagement activities will be respectful and welcoming to Aboriginal and Torres Strait Islander community members.

Our targeted engagement includes:

- regular meetings with the Metropolitan Local Aboriginal Land Council
- seeking advice from the Aboriginal and Torres Strait Islander Advisory Panel
- meetings with Elders, Cultural knowledge holders and local organisations
- dialogue forums with invited community members
- pop-up stalls and surveys at community events such as Yabun Festival and NAIDOC Week, in collaboration with the event organisers
- workshops with school students and youth groups
- partnerships with cultural and community organisations on major projects such as the Eora Journey
- call outs via Indigenous media, such as Koori Radio
- interagency networks
- collaboration with Aboriginal and Torres Strait Islander employees at the City of Sydney, in other councils, government agencies and education and cultural institutions

Children and young people

Commitment to authentic engagement

The United Nations Convention on the Rights of the Child enshrines 54 central rights that all children should have around the world. Article 12 states: "Children have the right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account."

Our engagement upholds this right by empowering children and young people to express their views and ideas about the City of Sydney's strategies, projects and programs and to have those views and ideas considered alongside those of adults. We will apply the same guiding principles to engaging young people as we do everyone else. This includes conducting meaningful engagement with children and young people, analysing their responses, incorporating this into the relevant project, strategy or service and reporting the results to council.

This approach is consistent with the NSW Child Safe Standards which provide core components to ensure organisations provide a child safe environment. Standard 2 states: "Children participate in decisions that affect them and are taken seriously."

"Kids today are tomorrow's adults and if kids are listened to now it will make a big difference for the future." Children's Summit participant

Creating empowering environments for children and young people

It is critical that children and young people know they are welcome to contribute their ideas. To achieve this we will:

- create engagement spaces where children and young people feel respected and can express themselves
- go to where children and young people are through our relationships with schools and services and places like skateparks, libraries and community centres
- ensure that our engagement activities do not present age barriers and that children and young people are welcome at our community workshops.

It is also important to recognise that children and young people come from diverse backgrounds. The City of Sydney needs to ensure we engage in ways that are culturally respectful and actively reach a diverse group of young people. We commit to ensuring the voices of First Nations and culturally diverse children and young people are heard in our decision-making processes.

Our stretch reconciliation action plan highlights the importance of a framework for engaging with and supporting the participation of Aboriginal and Torres Strait Islander children and young people.

We acknowledge the importance of the trusted relationships between staff, children, young people and families in our early learning centres, out-of-school-hours care and youth services.



Children's workshop at Cook + Phillip Park
Image credit: Katherine Griffiths / City of Sydney

Types of engagement with children and young people

<u>Engaging on strategies and projects</u>

The City of Sydney has a long record of consulting children and young people on the design of playgrounds and parks, including skate and recreational facilities. We always inform local schools and children's services when upgrading parks and offer engagement activities for their students.

We also engage children and young people in strategy development. Some of the ways we do this include providing class discussion guides and data maps online, holding workshops with students' representative councils and inviting schools to send representatives to student forums and summits.

Reviewing and developing services and programs

We seek feedback when we evaluate and review services and programs for children and young people. This feedback guides future offerings. The flexible self-direction and feedback built into our sessions also ensures that our approach responds to the interests, needs and ideas of children and young people. Providing opportunities for the younger generation to participate in self-directed learning and play can then provide the basis for relevant future program development.

Involving children, young people and families in service design and operational policies

The NSW Safe Child Standards states: "Families and communities are informed and involved"

As part of the delivery of services and programs the City of Sydney will:

- engage families and communities on new services and programs, or changes to existing services and programs
- engage in open, two-way communication with families and communities about our child safety approach and make sure relevant information is accessible
- ensure families and communities have a say in our child safety policies and practices
- ensure families and communities are informed about our operations and governance including how to give feedback on services and raise issues of concern.

Engaging through school and child services

School and child services are pivotal nodes of local community connection. Holding consultations in classrooms ensures a diverse range of local children and young people can participate.

However, schools and early learning centres are busy places. To build ongoing relationships between the City of Sydney and schools, it is important we have a sustained, coordinated approach and work within their systems and programming.

When engaging within schools and early learning centres we will ensure our activities support the learning outcomes in the curriculum. Our approach aligns with the philosophy of civics and citizenship that underpins the Australian national curriculum. Engagement activities offer students authentic learning experiences and opportunities to build knowledge about how their community and government works.

As well as class-based workshops, the City of Sydney also provides consultation kits with discussion questions that students' representative councils (SRCs) and teachers can run themselves and return to us as part of the consultation.

During the Sydney 2050 engagement we heard that schools are looking for opportunities for the SRCs to participate in. This included both in-school activities and City of Sydney hosted summits and workshops that students can attend with students from other schools. This is a powerful approach when working on development of big-picture strategies.

"I enjoyed meeting with other schools, talking with them and hearing what they have to say about the environment and the future of the city." Children's Summit participant

Working with youth networks and interest groups

The structure of our engagement activities should facilitate the sharing of ideas between children and young people and not just with the City of Sydney.

Students we engaged through the Sydney 2050 engagement spoke about how important it was to have the opportunity to exchange ideas and collaborate with peers from other schools on issues that matter to them.

We support the local youth services sector by leading and convening the City of Sydney Youth Interagency and actively participate in other interagency groups and networks, such as the Woolloomooloo Youth Working Group and the NSW Multicultural Youth Affairs Network. We also use Wear it Purple and Youth Week to promote youth engagement.

Our initiatives help connect and empower young people. Civic engagement programs involve young people as active citizens and amplify their voices in community decision-making. International students make up a large part of our population of young people.

The City of Sydney's International Student Leadership and Ambassador Program builds the capacity of international students to co-design programs to address the needs of our culturally diverse communities.

Many services and organisations have youth advisory groups and representatives and these provide another avenue for engaging young people in the City of Sydney's decision-making. Pathways such as YarnUp, provide important opportunities to engage diverse communities, including First Nations young people.

The youth are organising around issues that are important to them. We need to actively listen and engage with these self-organised groups, including climate activist groups. By working with networks of young people, we open the opportunity for engagement to be led by young people.

"Young people care and they want to be involved, and we think this a great way to help them be active citizens in their local communities." Emerging Civic Leaders participant

Deleted: Emerging

Deleted: Leaders

Deleted: s

Deleted: 18- to 26-year-olds

Deleted: in a 6-week program

Deleted: to

People living with disability

It is important that everyone has equitable and dignified opportunities to engage in community life and have a say on matters that affect them. We strive to make all our engagement activities inclusive and accessible. We also acknowledge it is important to have targeted conversations to properly understand how decisions impact different people.

The City of Sydney's Inclusion (disability) action plan commits to providing equitable access to mainstream services, including making sure that people with disability are informed, consulted and actively participate in our decision-making processes. The action plan commits to identifying and implementing ways to inform people with disability about how they can be involved in our decision-making.

The City of Sydney's Inclusion (Disability) Advisory Panel provides expert insights on experiences and needs of people with disability. We also acknowledge the important role of carers and advocacy groups and the insights that they can bring to our engagement.

Our staff guidelines for engaging people with disability outline minimum requirements for online and in-person consultation and give advice on inclusive and accessible community engagement.

Accessible information

We use plain English in all engagement materials, avoiding jargon and clearly explaining processes.

People have told us information in alternative formats is important. Where we believe it is required, for example when consulting on the inclusion (disability) action plan, we provide a range of different formats: easy read versions, Auslan, video explainers, live captioning and large print to

help make our information as accessible as possible. Community members can also request braille, audio, large text or easy English versions of any information on our website.

We have guidelines to assist staff in creating accessible digital and print documents, to procure inclusive and accessible materials such as easy read versions of documents and to guide staff in communicating with people with disability.



Advisory panel workshop for the Community Strategic Plan
Image credit: Katherine Griffiths

Digital engagement

People have told us that they really value digital engagement. It enables the convenience of engaging at home and can make participating more accessible. People with disability have told us that they would like us to share information online, particularly through social media, our website and enewsletters.

In 2019 the City of Sydney collaborated with Vision Australia to update our digital and print accessibility policy and procedures to comply with current standards for accessible digital and print information. Our websites and web applications must be compatible with assistive technologies (screen readers and magnification software) and comply with the Web Content Accessibility Guidelines 2.1.

The updated policy also provides a guide to choosing alternative formats for documents based on the audience and the type of document being produced. Providing transcripts of audio content, captions for video content, and different channels for submissions and feedback (written or by phone) broadens access to online engagement.

Inclusive and accessible events

Our inclusive and accessible event guidelines for staff outline key access and inclusion considerations for planning and delivering outdoor events.

We provide accessible seating, hearing loops and a continuous accessible path of travel to support inclusive participation at face-to-face events. Simple adaptations to the design of workshops, for example smaller table groups, can make a significant difference to how inclusive these are.

To make events more accessible, we provide information to help people plan to attend, including accurate venue information and details of access features that will be available at the event.

Culturally and linguistically diverse communities

The City of Sydney is one of the most culturally and linguistically diverse parts of Australia. Almost 50% of our residents were born overseas and 36.7% of people speak a language other than English at home. Most commonly spoken languages include Mandarin, Thai, Cantonese, Indonesian, Spanish and Korean.



Mandarin community session for the Community Strategic Plan
Image credit: Katherine Griffiths

Culturally diverse communities have told us they value ongoing communication with City of Sydney, and that they get information through media and social media in their own-languages as well as through trusted groups like community and faith-based organisations. People need easily accessible information in plain English or in their first language, to understand what we are doing and how to participate.

We actively work with our culturally and linguistically diverse communities to identify communication gaps and barriers and develop strategies to ensure our information and services are accessible. We provide information in plain English and translations into community languages when needed. We acknowledge the importance of culturally welcoming and inclusive customer experiences. We leverage the knowledge and skills of our culturally diverse workforce and recognise the importance of building cultural competency of staff through training.

Channels that establish the relationship and ongoing engagement that we engage through include:

- our Multicultural Advisory Panel
- cultural groups that meet at our community centres
- International Students Leadership and Ambassador Program
- memorandums of understanding with universities
- library programs (bilingual storytime and other programs)
- Mandarin and Cantonese translators attending info days in Green Square
- wellbeing survey translated into community languages (traditional and simplified Chinese, Korean, Indonesian and Thai)
- longitudinal survey in Green Square, in partnership with University of New South Wales, available in simplified Chinese
- relationships with community leaders, organisations, service providers
- relationships with associate event providers for Lunar New Year.

People who are vulnerable

People experience vulnerability at different times and for different reasons. City of Sydney staff are committed to the value of respect. This means considering and valuing the views of others, showing empathy and treating all people equally and with courtesy.

It is important for us to recognise when people need extra support to participate in our decision-making processes and to tailor our engagement approach to make sure that everyone impacted by the project has the opportunity to be heard. Sometimes this includes overcoming barriers, such as a lack of access to digital channels or difficulty attending City of Sydney's standard face-to-face events.

Some of the ways we overcome these barriers include:

- going to where people feel safe, in the places and services they use every day
- creating an environment that is comfortable and welcoming, for example having a cup of tea at the community centre or facilitating conversations through trusted staff and service providers
- adapting consultation materials and online surveys so they are shorter or easier to complete and conducting them face-to-face as an interview
- taking the time to listen, not rushing people and expecting everything to be completed at once.

We reach out to impacted community members through existing forums, like neighbourhood associations, social housing neighbourhood advisory board meetings, community programs and services. We consult with trusted community representatives. The City of Sydney also organises regular local meetings such as the Lord Mayor's social housing forums.

The Covid-19 pandemic helped to strengthen a collaborative approach to engaging with people facing vulnerability. The pandemic response to support homeless communities and facilitate the vaccine roll-out required the City of Sydney, state government agencies and community organisations and services to work together and share resources and expertise. Regular communication through local services and networks, distributed via printed materials and community radio were very effective. The lessons learned and relationship built through this emergency response approach will inform our engagement into the future.

Some guiding principles to ensure people who face vulnerability can participate in our engagement processes include:

- always provide alternatives to digital communications
- meet in places that are familiar and local
- take the time to build trust
- consider engaging in small groups or one-to-one

- maintain communication to continue to build trust and get back to people about the project through the same channels.

Some of the community channels and places we use include:

- community centres
- libraries
- schools
- our services, including child and youth services, homelessness and safe city services and Meals on Wheels
- Interagency networks with local services providers, not-for-profit organisations and government agencies
- local services and advocacy groups.

Business sector

Sydney is recognised as Australia's only global city and the leading knowledge-based region in the nation. In 2018-19, (before the Covid-19 pandemic) around $140 billion was generated within our area representing over 7% of Australia's economy. This provided over half a million jobs across all skills levels offering diverse opportunities for our communities.

Many aspects of the economy rely on the legislative frameworks and financial investment of state and federal governments. However, the City of Sydney makes important and direct contributions to promote an environment that facilitates economic growth. We have an important role to play in land use and transport planning, public domain improvements, connecting business networks and advocacy. City of Sydney is guided by a community vision that includes a vibrant, future-focused and diverse economy.

Among key industry sectors we interact with are retail; tourism; nightlife; green economy; tech startups, creative industries, international education and Indigenous businesses. We engage with multinational corporations and international hospitality and cultural venues. We also work with local business chambers and networks and individual businesses who may be impacted by a local project.

We work with peak organisations, industry groups and state government agencies. These include interactions with the Committee for Sydney, Night-time Industries Association, Property Council, Tech Council, Australian Fashion Council, Restaurant & Catering Association, Chambers of Commerce, Destination NSW, Australian Retail Association and Business Sydney.

The City of Sydney has a dedicated team that works closely with the business sector to ensure our initiatives, grants and education programs are developed appropriately. We use a variety of channels to engage with the business sector including:

- our Business, Economic Development and Covid Recovery Advisory panel
- regular briefings on programs, projects and issues
- notifications, surveys, doorknocking and one-on-one meetings with businesses during local projects such as street upgrades
- digital newsletters and updates
- listening sessions with business chambers, industry associations and business representatives
- customer service business concierge providing information to business owners on a one-on-one basis
- annual business needs survey
- relationship management with grants recipients.

Challenges

The Covid-19 pandemic has impacted business and economic growth. It has also changed the way businesses engage. The pandemic has accelerated the adoption of new technology and has changed patterns of work. This has implementations for the exchange of knowledge and business innovation. The City of Sydney is responding to these challenges by rethinking how we engage with this sector.

Creative sector

The City of Sydney is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creative activity as a cultural, economic and social force. Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, which helps our communities remain connected in times of change. For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners. We need to harness the full potential of our creative practitioners and apply their thinking city-wide, integrating it into every aspect of the city and its long-term vision.

We provide a range of accessible opportunities for cultural organisations, artists, and the broader community to provide input into the City of Sydney's vision, priority issues and programs.



Creative Sector workshop for the Community Strategic Plan
Image credit: Jessica Lindsay

We actively engage with the creative sector during:

- policy and strategy development such as the vision for Sustainable Sydney 2030–2050, cultural strategies, grants and policy reviews and development control plans

- public exhibition of policies, strategies or planning proposals that may impact the cultural life of the City of Sydney.

Channels used by us to engage with the creative sector include:

- our Creative and Cultural Sector Recovery Advisory Panel
- direct in-person engagements
- public briefings and question and answer sessions where communities learn about our programs and are invited to speak with staff
- online webinars and forums
- attendance by invitation to forums, conferences and events organised and hosted by others in the sector
- liaising through our advisory panels

Challenges faced by the City of Sydney when engaging with the sector include reaching the right mix of cultural, creative and business operators as well as culturally diverse communities including Aboriginal and Torres Strait Islander communities.

Cultural sector challenges

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, studios and rehearsal spaces. There are significantly fewer spaces available where creative professionals can work and live.

These challenges were exacerbated during the Covid-19 pandemic. Creative industries were one of the first sectors to close and may be among the last to return to pre-Covid levels of activity.

To help address these challenges, we recently established a Creative and Cultural Sector Recovery Advisory Panel (formerly the Nightlife and Creative Sector Advisory Panel).

Community participation plan for land use planning

The City of Sydney is required to have a community participation plan which describes the public exhibition and notification processes for land use planning matters in terms of the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2000*.

Areas covered by this chapter include strategic planning and plan-making, planning agreements and development assessment. It should be read in conjunction with the following appendices:

- Appendix C – land use planning notification and submission requirements
- Appendix D – land use planning consultation matrix
- Appendix E – glossary of terms.

This chapter and appendices constitute the City's community participation plan.

Strategic planning

Strategic planning involves preparing long-term strategic plans and setting planning controls for development. The City of Sydney's strategic planning direction is informed by regional and district policies, plans and guidelines; our local strategic planning statement and objectives that are based on our community strategic plan in Sustainable Sydney 2030 - 2050.

Development assessment

Development assessment, or statutory planning, involves assessing a proposal for development (development application) to use land or undertake building works against planning controls.

Development applications can be determined by delegated City of Sydney staff; by the Local Planning Panel; or by the Central Sydney Planning Committee, where the cost of works exceeds $50 million.

At the City of Sydney, the majority of development and footway applications are assessed against:

- the Sydney local environmental plan 2012
- the Sydney development control plan 2012
- relevant state environmental planning policies
- other relevant legislation, such as the *Local Government Act 1993*, the *Roads Act 1993* and the *City of Sydney Act 1988*.

There are some limited circumstances where historical local environmental plans and development control plans may apply.

Examples of the types of applications the City of Sydney receives and assesses include development applications, footway applications, section 4.55 and 4.56 modification applications, division 8.2 application reviews, environmental impact statements, designated development, integrated development and state significant development. Definitions of each can be found in Appendix E.

Figure 3. Planning hierarchy in NSW

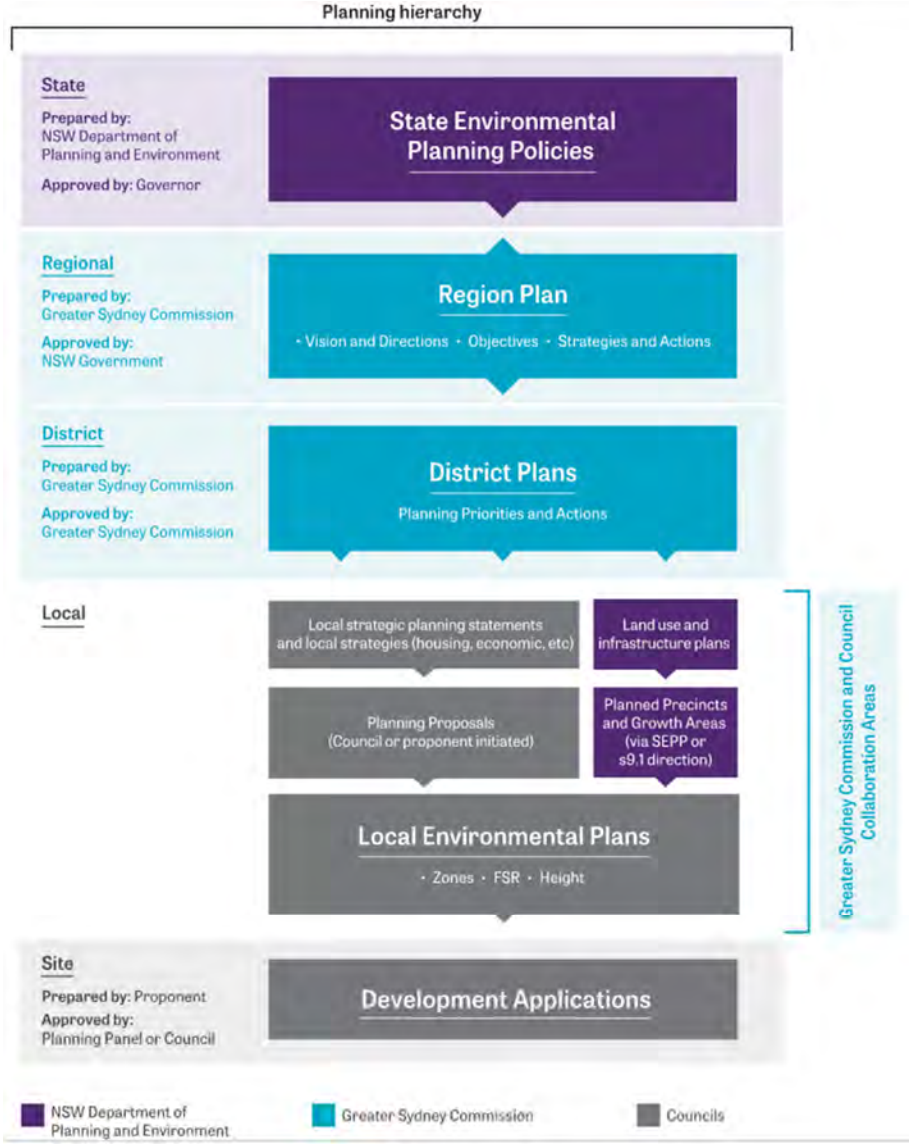
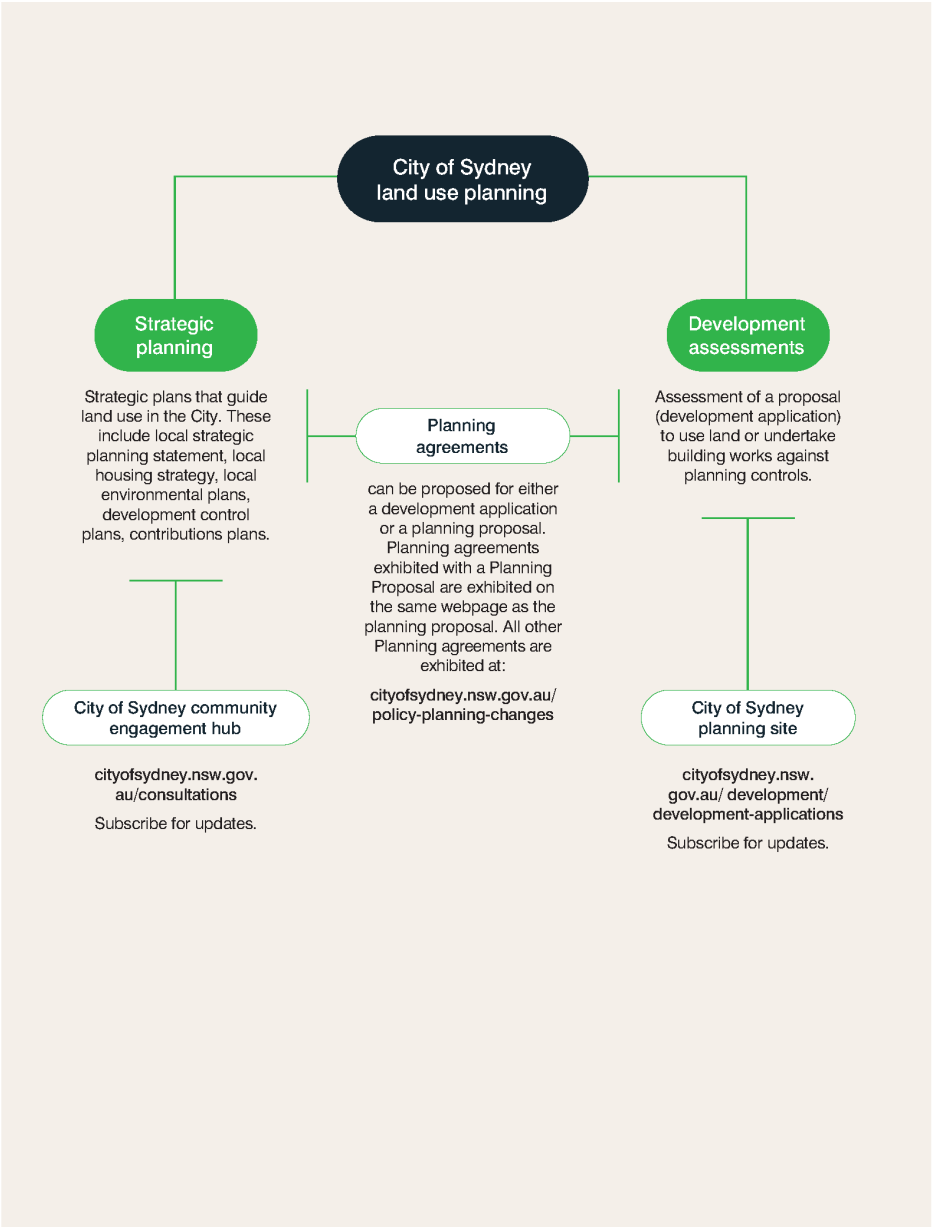


Figure 4. How to engage on land use planning matters



Notification and submission requirements, maps, timeframes, engagement activities and glossary of planning terms are detailed in appendix C, D and E.

Appendices

Appendix A: list of legislation

Legislation or standards
Local Government Act 1993
Environmental Planning and Assessment Act 1979
Environmental Planning and Assessment Regulation 2000
Crown Land Management Act 2016
Roads Act 1993
City of Sydney Act 1988
Multicultural NSW Act 2000
Disability Inclusion Act 2014
Children's Guardian Act 2019
Privacy and Personal Information Protection Act 1998
Geographical Names Act 1966
Geographical Names Board policies and manuals
NSW Child Safe Standards

Appendix B: list of engagement activities

This list is not exhaustive. The City will assess each project in line with the principles of the Community Engagement Strategy to decide on the tools and activities used.

Activity
Website – sydneyyoursay.com.au
Surveys (online, intercept, randomly selected)
Online interactive maps
Videos, animations, flythroughs
Artist impressions, images and designs
Community discussion guides
School activities kits
Data stories
Advisory panels, committees and groups
Partnership and networks
Summits
CityTalks
Stakeholder briefings
Community workshops
Deliberative workshops
Citizens juries
Focus groups
Stakeholder meetings
In depth interviews
Social housing meetings
Creative writing workshops
Door knocking
On-site pop-ups
Walking tours
Site visits
Information stalls
Community letters
Social media
E-newsletters
Stakeholder emails
Signage in the public domain

Appendix C: land use planning notification and submission requirements (community participation plan)

The City will publicly exhibit development applications, draft plans and any supporting documents (including development control plans, contributions plans, local strategic planning statements, community participation plans, and planning proposals) on the website for the dates and duration set out in the notice.

The notification process will:

- ✓ adhere to the community participation plan for land use planning
- ✓ be consistent in the notification of similar applications
- ✓ clearly identify circumstances where a notification is not required (see appendix D)
- ✓ facilitate the efficient processing of applications without compromising the opportunity for public participation
- ✓ identify exhibition period and letter notification area (see appendix C and D).
- ✓ exclude the period between 20 December and 10 January (inclusive) from the calculation of the public exhibition (should the timing of the application fall over the traditional holiday period of Christmas and New Years Day)
- ✓ extend the notification closure date to the next business day if a notification period finishes on a weekend or a public holiday

Notifications will include information required by the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2000*.

Site notices

Site notices as required by this plan will be placed on the main frontage(s) (not service lanes, except where significant development is proposed on that service lane) of the site(s) in a position where it will be able to be read from a public place.

Changes or exceptions to notification procedures

The City has the discretion to alter the procedures in appendix D for a particular application if the nature of the development, its location or the history of site development warrants a different form of consultation. In such circumstances the notification period may be increased up to 40 days.

In exceptional circumstances, where it is determined the nature or circumstances of the development do not require or allow for notification in accordance with the procedures in appendix E, the Director of City Planning, Transport and Development may consider reduced notification.

The City may write to affected and adjoining landowners and occupants, depending on the nature, scale, potential environmental impact of the proposal and practicality of carrying out the notification. For example, the City may not issue written notifications where a citywide administrative amendment has no material impact on the community.

Where a development is not listed in appendix D, the City will determine the most appropriate notification procedure using appendix D as a guide.

Requirements outlined in chapter 7 and appendix C and D do not apply to permits for works to trees. Schedule 8 of the Sydney DCP 2012 establishes procedures for notification of neighbours when a tree is to be removed.

Deficient development applications

The Council may not notify a development application which is considered incomplete or inadequate.

Notification of planning agreements

A planning agreement cannot be entered into, amended or revoked unless public notice is given and the planning agreement is first made publicly available for inspection for a minimum period of 28 days.

If the planning agreement is in connection with a development application, the public notice will be given as soon as possible after a draft agreement has been prepared and agreed by the parties, in the same manner as any public notice of the relevant development application that is required under this plan and the Act.

If the planning agreement is in connection with a planning proposal, the public notice will be given, if practicable, as part of and concurrently with, and in the same manner as, any public notice of the relevant planning proposal that is required under this plan.

Where it is not practicable to give public notice at such times, the Regulation requires that it be given as soon as possible after as determined by Council.

Amendments may be required as a result of public submissions or for other reasons. Where amendments are required to a draft planning agreement, the amended draft planning agreement and explanatory note will be reexhibited.

Submissions

In making, considering and responding to submissions for development applications and strategic planning projects, the following procedures apply.

- Anyone may make a submission regardless of whether they received a notification letter
- Anonymous submissions will not be considered or acknowledged
- Submissions are not confidential and are open to public access under Freedom of Information laws
- All submissions received within the notification period will be considered and summarised in assessment or engagement reports
- Submissions received will be acknowledged as soon as practicable
- Submissions must be made in writing, must include the development address or application number and must be delivered to the Council either personally, by post, facsimile or electronic mail. Planning staff may discuss applications over the phone, but these conversations do not constitute a submission.
- Submissions must include contact details including a return address (postal or email address). This will allow acknowledgement letters to be sent.
- Where the submission comprises a petition, the acknowledgement and all future contact will be sent to the head petitioner or, where not nominated, the first petitioner supplying contact details.
- Acknowledgement letters will include advice that if the person making the submission wishes to be notified of the Local Planning Panel or Central Sydney Planning Committee meeting where the development application is to be considered, they must provide daytime contact details.
- Best endeavour will be made to contact people prior to the applicable meeting of the Council or the Central City Planning Committee. However the onus remains on the person to seek information about meeting dates from the officer dealing with the application or the City website.
- Following determination of an application, anyone who made a submission will be notified in writing of the decision.

Notification distribution – development applications

In addition to placing applications on its website, the Council notifies an application by sending a letter to surrounding property owners and occupiers.

- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

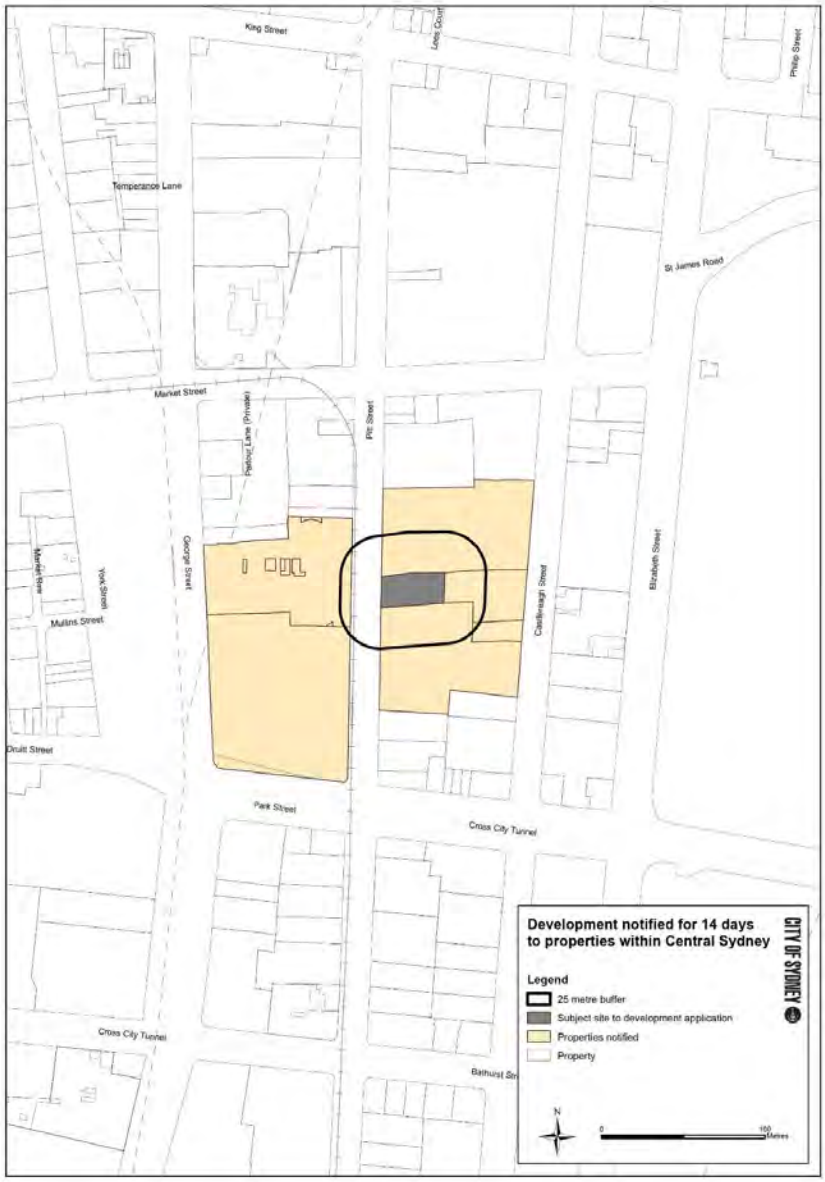
The notification area may be increased (but not reduced) based on the nature and the likely impact of the development proposal.

Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

Where a surrounding property is in single ownership, including properties owned by a single company, the letter will be addressed to that owner. Where a surrounding property has multiple owners but is not under strata or community title (i.e. more than one individual owner or more than one company owner), letters will be addressed to all owners. Where a surrounding property is in strata or community title, letters will be addressed to the Owners Corporation and to individual owners of strata units.

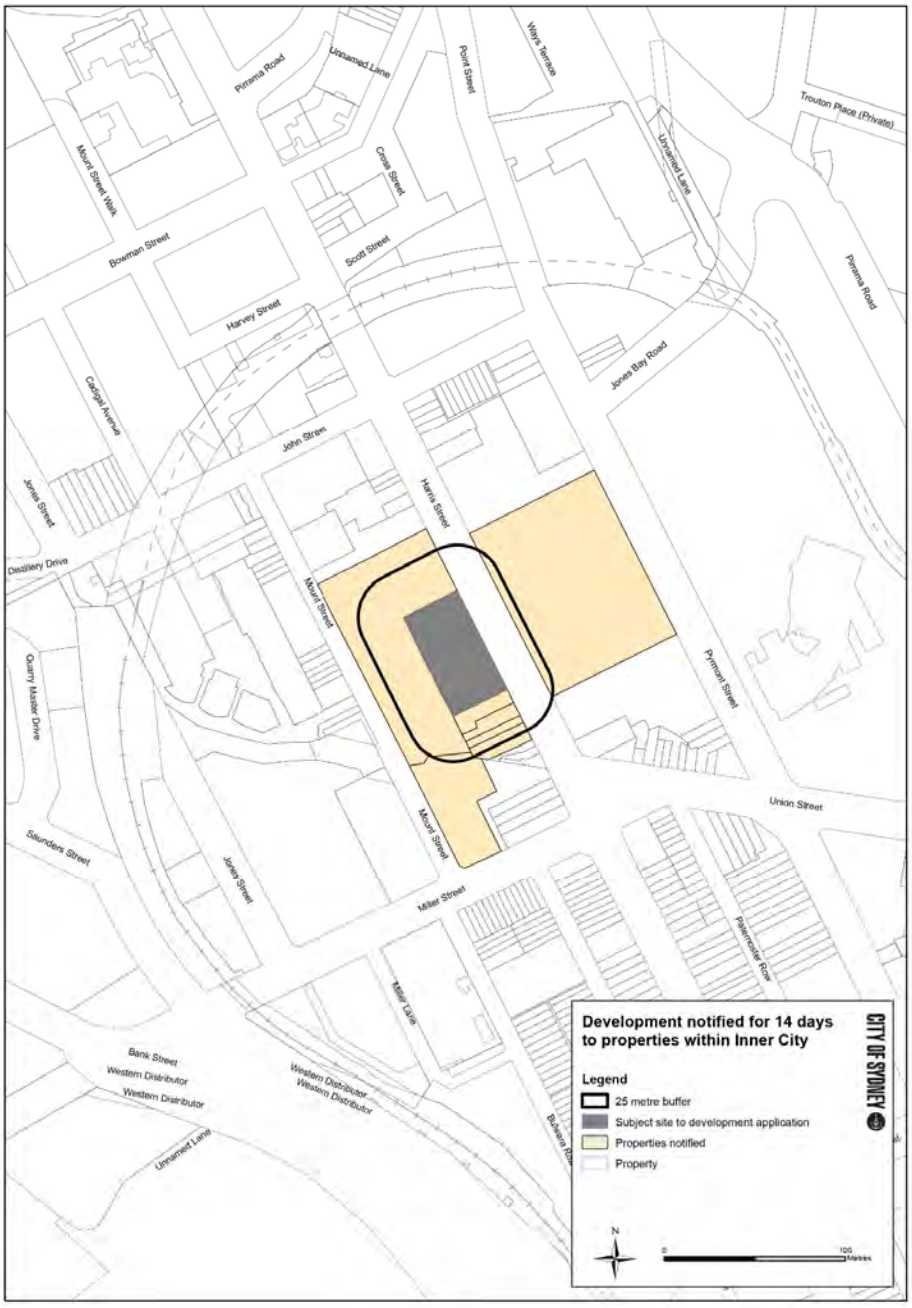
Community engagement strategy and community participation plan

Development notified for 14 days to properties within Central Sydney



Community engagement strategy and community participation plan

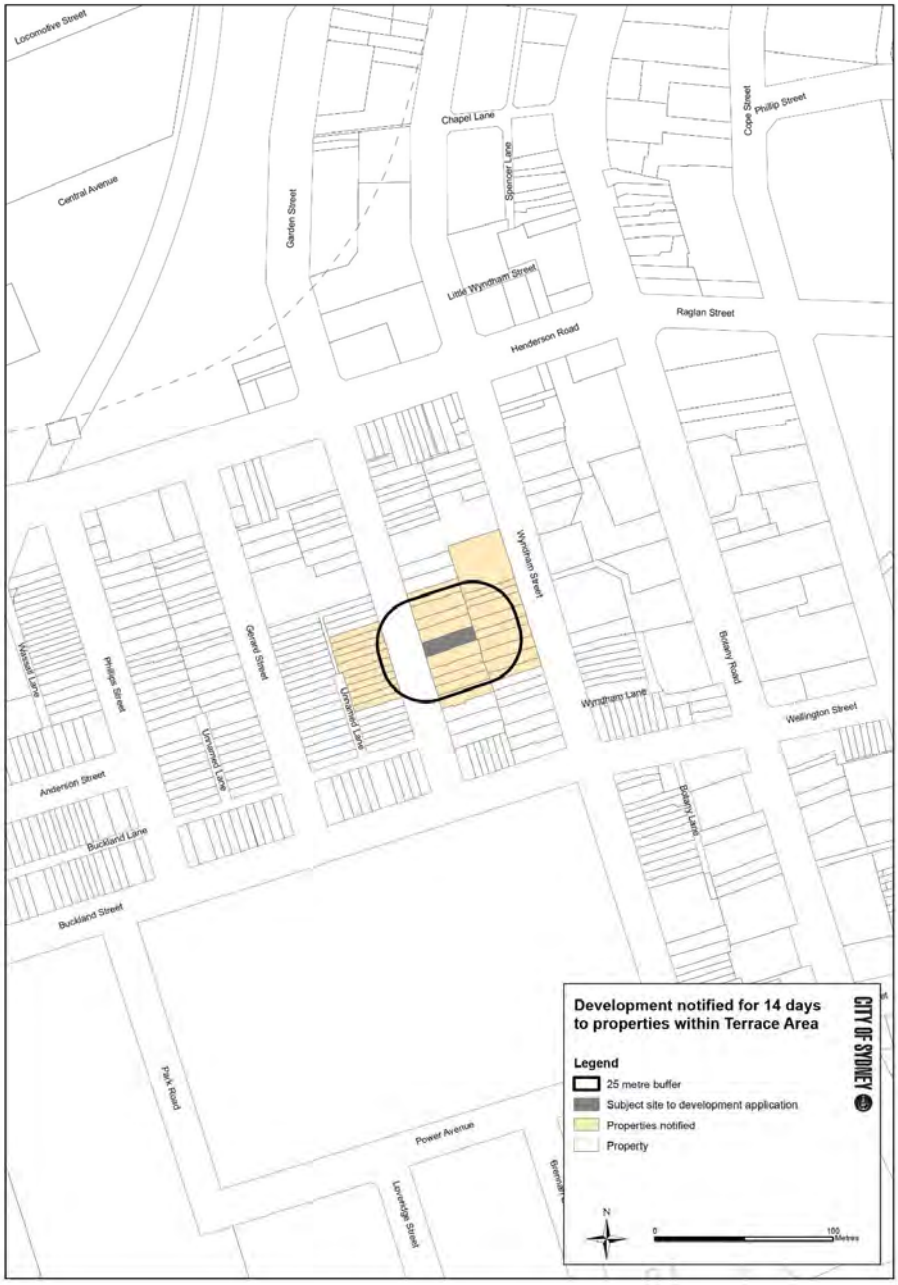
Development notified for 14 days to properties within Inner City



CES53

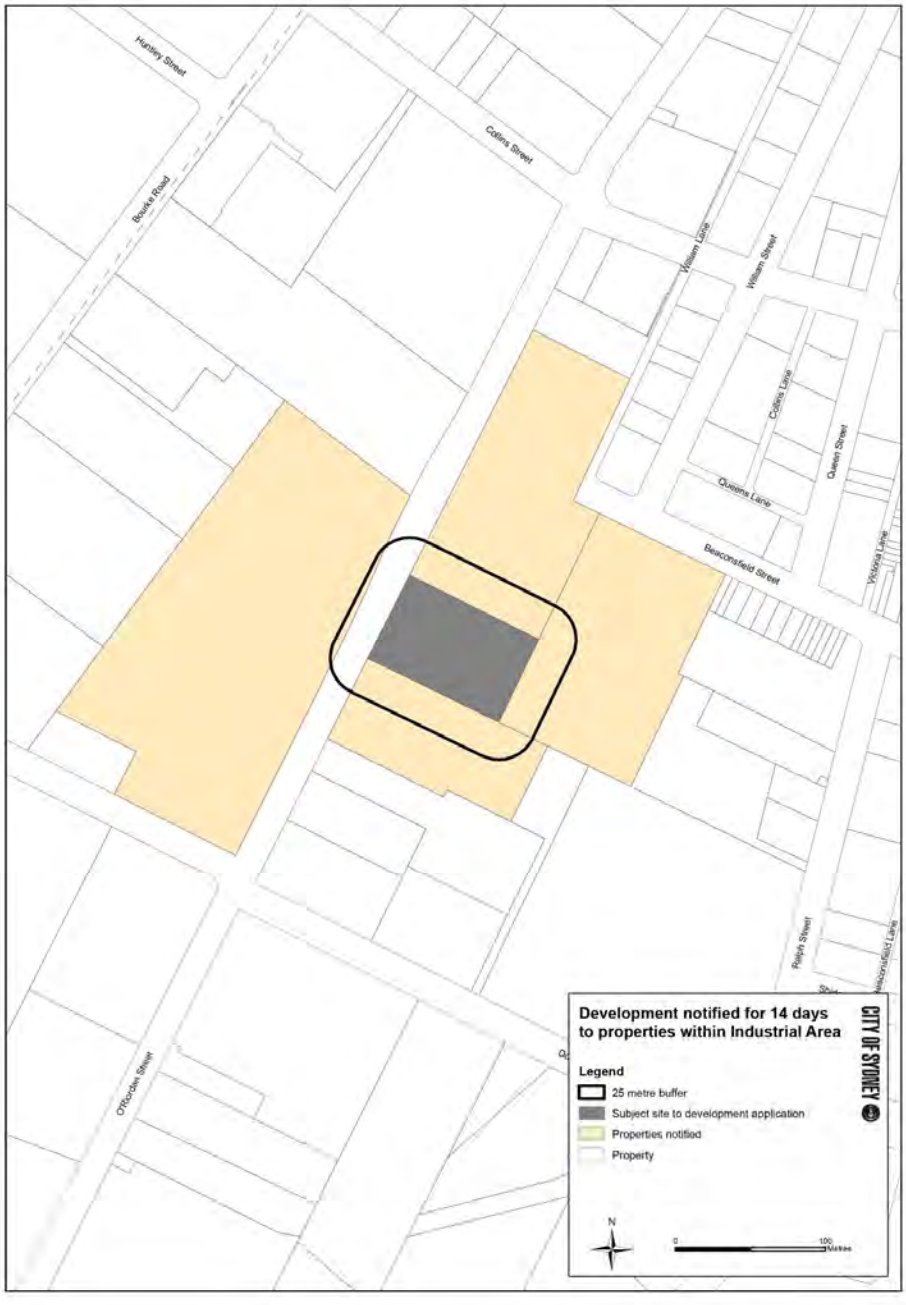
Community engagement strategy and community participation plan

Development notified for 14 days to properties within Terrace Area



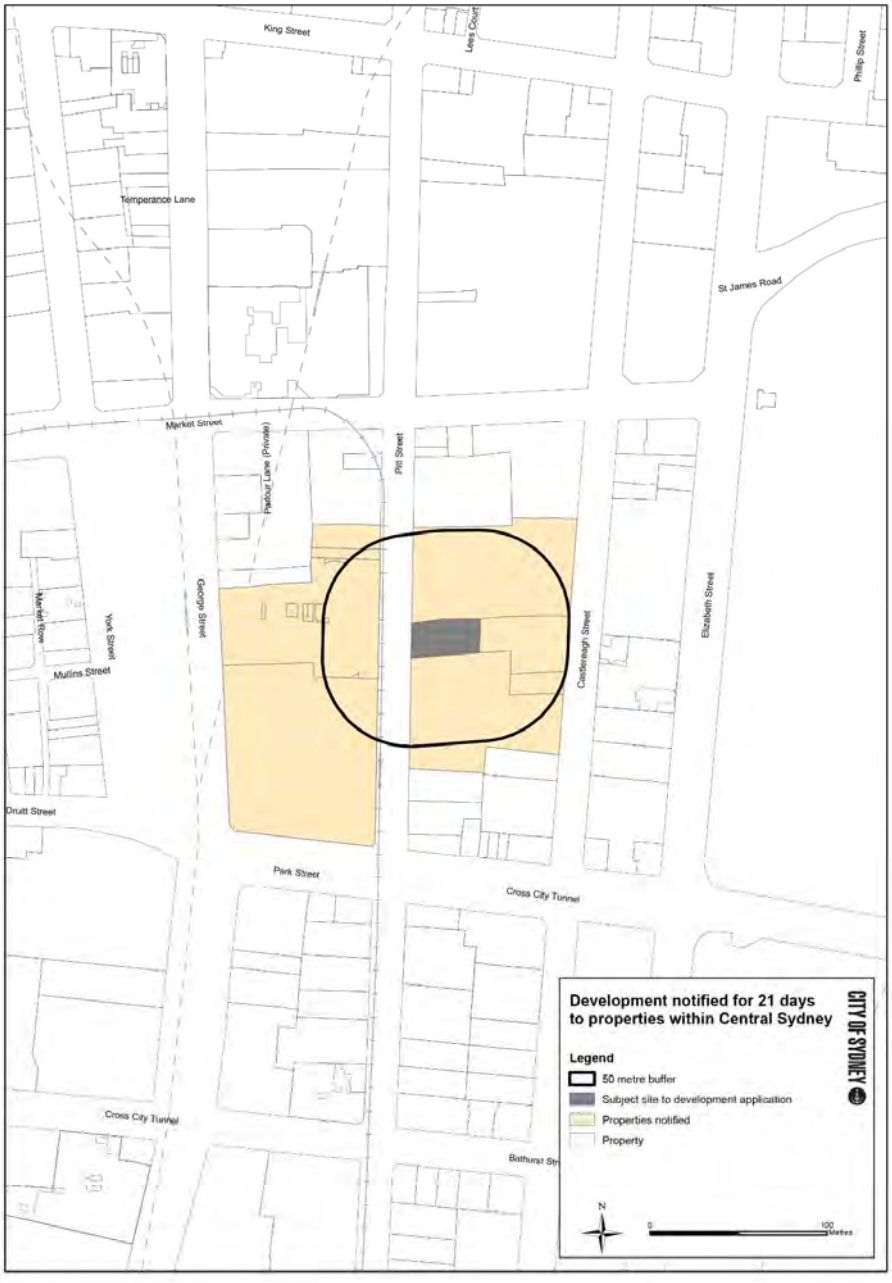
Community engagement strategy and community participation plan

Development notified for 14 days to properties within Industrial Area



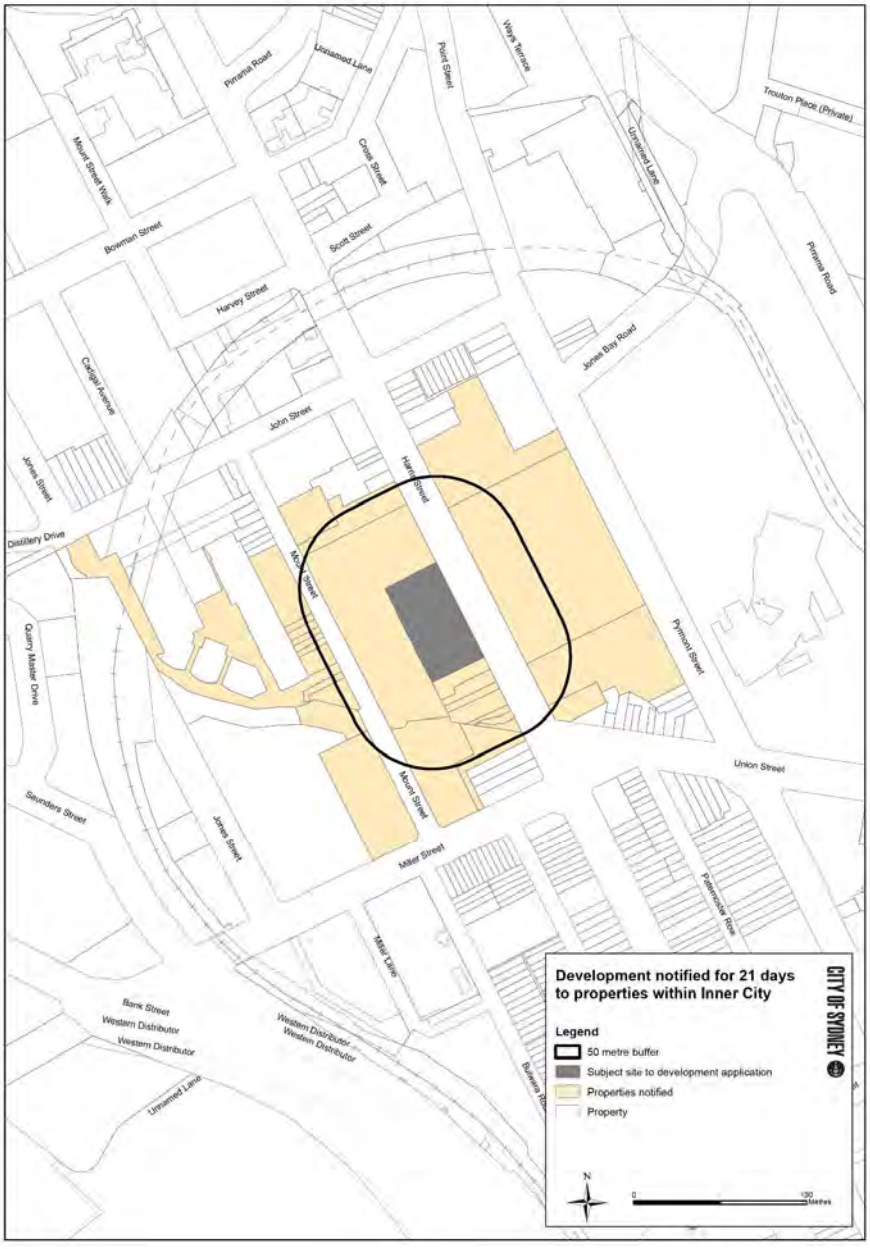
Community engagement strategy and community participation plan

Development notified for 21 days to properties within Central Sydney



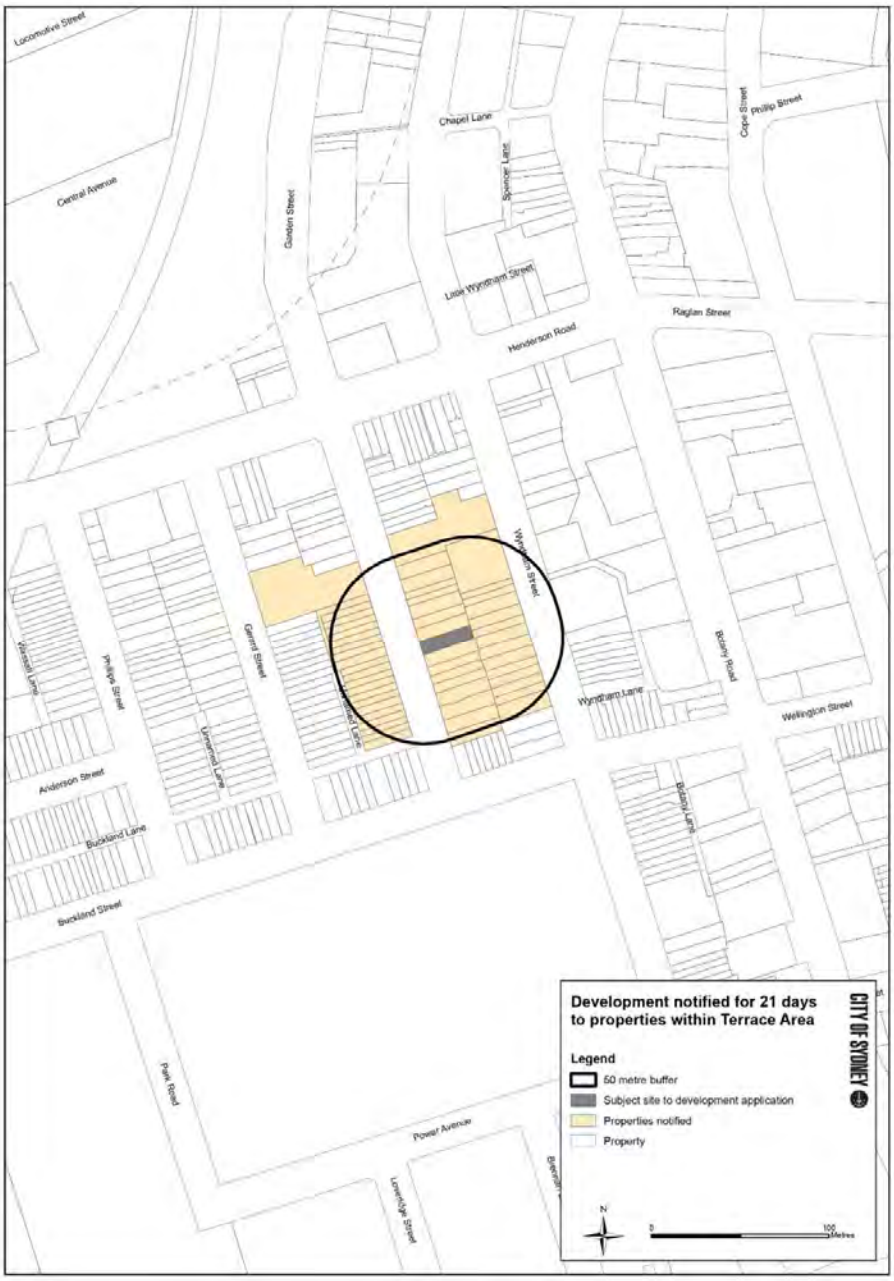
Community engagement strategy and community participation plan

Development notified for 21 days to properties within Inner City



Community engagement strategy and community participation plan

Development notified for 21 days to properties within Terrace Area



Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by State Government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Notify previous submitters	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Strategic planning	Local Strategic Planning Statement				X					X		*				
Strategic planning	Community Participation Plan				X					X		*				
Strategic planning	Local Environmental Plans and amendments (Planning Proposals)				X					X		*				
Strategic planning	Development Control Plans				X					X		*				
Strategic planning	Contribution Plans				X					X		*				
Development assessments	Designated development				X				X		X	X				
Development assessments	Integrated development				X				X		X	X				
Development assessments	State significant development				X				X		X	X				
Development assessments	Environmental impact statement			X							X					
Planning agreements	Planning agreements				X				X		X	X				
Development assessments	Development applications	Accommodation for aged and disabled persons provided under the Seniors Living SEPP				X			X		X	X			X	
Development assessments	Development applications	Boarding houses (new)				X			X		X	X			X	
Development assessments	Development applications	Change of use	from a dwelling to another use			X			X		X	X			X	
Development assessments	Development applications	Change of use	to a non-residential use in a residential zone			X			X		X	X			X	
Development assessments	Development applications	Change of use	convienience stores; sex industry premises; places of public entertainment; pubs; night clubs; bars; amusement arcades and the like			X			X		X	X			X	
Development assessments	Development applications	Change of use	of a whole multi-storey building			X			X		X	X			X	
Development assessments	Development applications	Child care centres				X			X		X	X			X	
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions less than 3 storeys				X		X		X	X				X
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions 3 or more storeys			X			X		X	X			X	
Development assessments	Development applications	Community centres / facilities				X			X		X	X			X	
Development assessments	Development applications	Community events					X		X		X	X				X
Development assessments	Development applications	Development where value of work exceeds $50 million			X				X		X	X		X		
Development assessments	Development applications	Educational establishments (e.g. schools, higher education institutions)				X			X		X	X			X	

Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by State Government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Notify previous submitters	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	not in residential zones				X		X		X	X				X
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	in residential zones			X			X		X	X			X	
Development assessments	Development applications	Heritage	applications for award of Heritage Floor Space		X				X		X	X		X		
Development assessments	Development applications	Heritage	minor external alterations or additions to a Heritage Item				X		X		X	X				X
Development assessments	Development applications	Heritage	minor external alterations or additions to a building within a Heritage Conservation Area				X		X		X	X				X
Development assessments	Development applications	Heritage	significant alterations or additions to a Heritage Item		X				X		X	X		X		
Development assessments	Development applications	Heritage	significant alterations or additions, or new buildings, or full demolition of a contributory building within a Heritage Conservation Area		X				X		X	X		X		
Development assessments	Development applications	Home industry					X		X		X	X				X
Development assessments	Development applications	Industrial development	less than 500sqm new floor area				X		X		X	X				X
Development assessments	Development applications	Industrial development	500sqm to 1000sqm new floor area			X			X		X	X			X	
Development assessments	Development applications	Industrial development	over 1000sqm new floor area		X				X		X	X		X		
Development assessments	Development applications	Modifications to consent which will not impact upon surrounding land uses or increase impacts in comparison with the previous approval(s)						X			X					
Development assessments	Development applications	Place of Public Worship				X			X		X	X			X	
Development assessments	Development applications	Professional consulting rooms					X		X		X	X				X
Development assessments	Development applications	Outdoor café seating and/or coffee carts on footways							X		X	X				
Development assessments	Development applications	Residential flat buildings	new buildings & additions less than 3 storeys				X		X		X	X				X
Development assessments	Development applications	Residential flat buildings	new buildings & additions 3 or more storeys			X			X		X	X			X	
Development assessments	Development applications	Significant development or use of the public domain			X				X		X	X		X		
Development assessments	Development applications	Signs over 10sqm in area					X		X		X	X				X
Development assessments	Development applications	Single dwellings, including ancillary structures, involving construction; demolition; additions and/or alterations					X		X		X	X				X

Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by State Government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Notify previous submitters	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Subdivision – creation of new lots				X			X		X	X			X	
Development assessments	Development applications	Telecommunications facilities (non-low impact facilities)			X				X		X	X		X		
Development assessments	Development applications	Visitor and tourist accommodation (including bed & breakfast premises that are not complying development, backpacker accommodation, motels and hotels)				X			X		X	X			X	
Development assessments	Development applications	Trading hours	after 10 pm or 24 hour trading			X			X		X	X			X	
Development assessments	Development applications	Trading hours	extension of trial periods				X		X		X	X				X
Development assessments	Development applications	Modification applications	Section 4.55(1) application (i.e. correction of minor error)					X								X
Development assessments	Development applications	Modification applications	Section 4.55(1A) application (i.e. involving minimal environmental impacts)					X								X
Development assessments	Development applications	Modification applications	Section 4.56 application (i.e. in relation to consents granted by the Land and Environment Court)				X		X		X	X				X
Development assessments	Development applications	Modification applications	Section 4.55(2) application (i.e. other modifications)				X		X		X	X	X			X

Note regarding Christmas, New Years, weekends and public holidays:

Should the timing of the application fall over the traditional holiday period of Christmas and New Years Day, the period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of

If a notification period finishes on a weekend or a public holiday, it will be extended to the next business day.

Appendix E: glossary of terms – land use planning (community participation plan)

Document	Description
Local strategic planning statement	Links the NSW Government's strategic plans and the City's community strategic plan, Sustainable Sydney 2030 - 2050, and the planning controls that guide development in our city.
Community participation plan	The plan that outlines consultation requirements for land use planning. It consists of chapter titled: Community participation plan for land use planning and appendices C, D and E.
Contributions plans	Prepared by councils to levy new development to fund additional or improved local, public infrastructure needed by the development and used by the whole community.
Local environmental plans (planning proposals)	The local planning laws prepared by councils but approved by the NSW Government. They set out what development can take place where, the maximum height and density of development, and what places need to be protected for their heritage value. They are amended by preparing a planning proposal.
Development control plans	Guidelines prepared by councils that describe the preferred way to undertake development that is enabled by a local environmental plan to get good planning and design outcomes and manage impacts.
Development applications	Development applications are required for development which is identified in an environmental planning instrument as development requiring consent, which is not identified that is not 'exempt' or 'complying' development. They can range from small scale proposals to renovate and extend a house, to new multi storey commercial towers.
Planning agreements	Planning agreements are voluntary agreements entered into by the City and a person, usually a developer, to deliver public benefits. Public benefits may include the dedication of land to Council, monetary contributions, public infrastructure, community facilities, affordable housing, any other material public benefit or any combination of these. Planning agreements are prepared under the Act in relation to either a planning proposal or a development application.
Footway applications	Outdoor dining within the local government area requires approval to use public land. Footway applications are assessed against various pieces of legislation, including but not limited to the Roads Act 1993 and Outdoor Dining Guidelines. Footway approvals set out how much of the public footpath outside a premises can be taken up by outdoor dining.
Section 4.55 modification applications	Under Section 4.55 of the Act, development consents can be modified. Applications to modify a development consent are split into three categories, based on the extent of environmental impact: Section 4.55(1) – modifications involving minor error, misdescription or miscalculation; Section 4.55(1A) – modifications involving minimal environmental impact; and Section 4.55(2) – other modifications
Section 4.56 modification applications	Section 4.56 modification applications are applications made to Council to modify a consent granted by the Land and Environment Court.
Division 8.2 application reviews	An applicant for development consent may request Council review a determination or decision within 6 months of the determination.

Document	Description
Environmental impact statements	Under Part 5 of the Act, some types of development do not require consent. In these instances, the public authority proposing the development or issuing an approval under other legislation, needs to carry out self-assessment via an environmental impact statement. This statement is required to be notified. Development that doesn't require consent under Part 5 generally consists of projects undertaken by public authorities.
Mandatory public exhibition timeframes	The Environmental Planning and Assessment Act 1979 sets out mandatory timeframes for the notification of certain types of development applications and draft plans. Under the Act, Council can specify the types of development applications that require exhibition and notification, how long these applications are required to be publicly exhibited for, and how far notification should extend from the property proposed to be developed. Council's exhibition periods must comply with minimum mandatory timeframes in the Act.

Appendix F: Petitions guidelines

The City of Sydney welcomes petitions as one way in which people can let us know their concerns. We set out below how council will respond to petitions that are sent to us.

What is a petition?

Council will treat as a petition for the purposes of these guidelines any communication that is either identified as being a petition, or which it seems to us is intended to be a petition.

Petitions can be sent directly to councillors or to:

City of Sydney Town Hall House
456 Kent Street
Sydney NSW 2001

Who can submit a petition?

Anyone can sign or organise a petition.

What are the guidelines for submitting a petition?

Petitions on the following matters will be considered by City of Sydney in accordance with these guidelines:

- issues relating to council's responsibilities
- issues which affect the City of Sydney or communities in our area, as long as Council is in a position to exercise some degree of influence.

If your petition is about something over which council has no direct control (for example the local railway or school), we will consider making representations on behalf of the community to the relevant body. The City of Sydney works with a large number of local partners and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example, if what the petition calls for conflicts with council policy), then we will set out the reasons for this to petitioners.

Where a petition relates to a matter over which council has no responsibility or influence, council will return the petition to the main petition contact with an explanation for that decision (and will wherever possible give petitioners any information that council has available as to where the petition should be redirected). If your petition is about something that a different council or other public authority is responsible for, we will ask the main petition contact whether they would like us to redirect the petition to the other authority.

Petitions submitted to council must include:

- a clear and concise statement covering the subject matter of the petition. It should state what action petitioners want the council to take
- the name and address and signature (or email address in the case of electronic petitions) of any person supporting the petition.

A petition should contain the name and address and contact details of the main petition contact. This is the person we will contact to explain how we will respond to the petition. If the petition does not identify a main petition contact, we will assume the first signatory is the main petition contact. The address may be where the signatory to the petition lives, works or studies. City of Sydney has the discretion to verify the name and address and signature of any person supporting the petition should we consider it necessary for any reason.

If you want your petition to be tabled at a meeting of council, you must send it to a councillor for them to consider tabling it.

State legislation may affect council's ability to respond to some petitions, including those related to development assessment, tendering or electoral laws. In the period immediately before an election, council may need to deal with your petition differently or in a different timeframe, and if this is the case council will contact the main petition contact to explain the reasons and discuss the revised timescale that will apply.

Before submitting a petition, you may first wish to check with councillors or with City of Sydney to see if we are already acting on your concerns and to confirm that council is the most appropriate body to receive your petition, as sometimes your petition may be more appropriate for another public body.

Types of petition

For the purposes of the council's petition guidelines all petitions that are received by council (that are considered to fall within the scope of these guidelines) will be treated as falling within one of the two different types of petitions, described below.

Petitions for tabling

These are petitions that have been sent to a councillor so that they can consider tabling it at a council meeting. If the councillor wishes council to debate the petition, they are required to submit it to the CEO (or their delegate) by 12 noon on the Tuesday in the week preceding council meeting. The motion that shall accompany tabled petitions whether notice has been given or not is: "That the petition be received and noted."

Where notice has not been given, a councillor may request that the petition be listed on the agenda for the next meeting to enable it to be debated.

Petitions

These are petitions that have been sent to the CEO or to city staff, either directly or via councillors or the Lord Mayor.

What happens when a petition is received?

Within 15 working days of receipt by the CEO or city staff, we will acknowledge receipt to the main petition contact and will advise the main petition contact:

- whether we consider that the petition falls within the scope of council's petition guidelines
- the identity of the person or body within City of Sydney to whom the petition will be reported for consideration
- where we consider that the petition does not fall within these guidelines, we will advise all petitioners of the reason for this decision

At the same time as responding to the main petition contact, we will notify the relevant City of Sydney director with responsibility for the matter to which the petition relates and all councillors of receipt of the petition.

In the event that the subject of a petition falls within the remit of more than one director, the petition will be reported to both directors, who will be asked to nominate one of them as the lead for the matter.

In some cases, we may be able to resolve the petitioner's request directly, by requesting the relevant council officer to take appropriate action. Where this is done, we will advise all signatories, where valid addresses have been provided, that we consider that the matter is resolved and explain how it has been resolved.

If any signatory is not satisfied with the outcome they may appeal to the CEO in accordance with the procedure set out below. In all other cases, within 3 months of receipt of a petition (or sooner where possible), we will provide a substantive response to the signatories giving information about

what steps we have taken or propose to take in response to the petition and our reasons for doing so.

When we receive a petition, our response will depend on what a petition asks for and may include one or more of the following:

- giving effect to the request in the petition
- considering the petition at a meeting of council
- research or consultation
- giving a written response to all signatories setting out our views about the request in the petition.

In addition to these steps, City of Sydney will consider all of the specific actions that it can potentially take on the issues highlighted in the petition.

What will happen to a petition for tabling?

If a councillor to whom the petition is sent submits it to the CEO in accordance with the procedure for notifying petitions, the petition will be debated by council at its next ordinary meeting. This means that the issue(s) raised in the petition will be discussed at a meeting at which all councillors can attend.

Petitions will not be considered at extraordinary meetings of council unless it is convened to consider the subject matter of the petition.

The procedure to be followed during the petition debate is the same as for debate on any other motion and is set out in council's code of meeting practice.

Following consideration by council of a petition for tabling, council may make a decision on the subject matter of the petition if a notice of motion has been received, may request that it be listed on the agenda for the next council meeting to enable debate or may refer the petition to the CEO to respond as per petitions received directly.

What can I do if I feel my petition has not been dealt with properly?

If any signatory is not satisfied with the outcome of council's consideration of their petition, they may appeal to the CEO setting out the reasons for their dissatisfaction. The CEO may choose to instigate an investigation, make recommendations to the executive, or arrange for the matter to be considered at a meeting of council. Once the appeal has been considered the CEO will provide the person who has appealed with written confirmation of the outcome.

Excluded petitions

Council's petition scheme does not apply to the types of petition listed below. If council receives a petition that it considers to be an excluded petition, we will contact the main petition contact to advise them that we do not consider that their petition falls within the scope of council's petition guidelines and the reasons for this decision.

Petitions excluded by statutory consultation, review or appeal rights

In order not to duplicate procedures where established processes already exist for people to voice their opinions, the following matters are excluded from the scope of council's petition guidelines:

- any matter relating to a planning decision that has already been made by council or city staff; or
- any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or a right of appeal conferred by or under any enactment.

However, a petition that alleges a systematic failure to deliver services in the above areas is within the scope of council's petition guidelines. For example, while a petition on an individual planning

application would be an excluded petition, a petition about council's failure to deliver an effective service for planning applications would be within the scope of these guidelines.

Petitions that are vexatious, abusive or otherwise inappropriate

If, in the opinion of City of Sydney, a petition is vexatious, abusive or otherwise inappropriate, we will acknowledge receipt of the petition to the main petition contact. We will explain to them the reason why we consider that the petition is vexatious, abusive or otherwise inappropriate and that we will not be taking any further action in respect of the petition. Please note that petitions which raise issues of possible councillor misconduct will be taken as complaints arising under council's code of conduct, rather than considered under these guidelines.

Repeat petitions

A petition will not normally be considered where it is received within 24 months of another petition being considered by council on the same matter. When a petition is received on a similar issue to a previous petition, petitioners will be notified of the outcome of the previous petition if City of Sydney considers that the issues raised have been addressed.



Attachment F

Summary of Public Exhibition Submissions

PART A

Summary of submissions and responses: draft Sustainable Sydney 2030-2050 Continuing the Vision & draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050

42 emailed submissions were received in total following the exhibition of the draft Sustainable Sydney 2030-2050 Continuing the Vision and the draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050. Also included are 10 responses from organisations provided to the questions on Sydney Your Say. A summary of the issues raised in the submissions and responses and the recommendation following their assessment by staff are included in the table below.

No.	Background	Response	Recommendation
1	A submission was received from a member of the public during the exhibition period that supports the Three linked city squares project idea as well as making numerous suggestions to revitalise the city centre.	The suggestions in the submission are aligned with the City's public domain and planning objectives of increasing activation, reducing unnecessary traffic movement, reallocating road space for better pedestrian and cycle connectivity, and maximising opportunities for increased tree canopy and greening.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
2	A submission was received from a member of the public during the exhibition period that supports greater priority at traffic signals for people walking, enabled by innovations in technology.	The suggestions in the submission are aligned with the City's ongoing advocacy to the NSW Government for reductions in waiting times for people walking.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
3	A submission was received from a member of the public during the	a) The City's Stretch RAP includes a commitment to "Consult the Aboriginal and Torres Strait Islander community about the Uluru	It is recommended the submission is noted

No.	Background	Response	Recommendation
	exhibition period which was supportive of the plans and which included the following suggestions: a) include a commitment to the Uluru statement from the Heart and a stronger commitment to recognition of Aboriginal and Torres Strait Islander people b) introduce taxes or incentives where properties remain vacant c) not permit the use of offsets in the achievement of net zero emissions by 2035 d) mandate solar systems on rooftops and protect their overshadowing e) close the gas reticulation network f) implement a stronger target for water consumption g) consider the introduction of low emission zones, prioritisation of signals for cyclists, lane reduction and other traffic calming measures h) re-purpose Glebe Island bridge for pedestrians and cyclists and create a regional cycleway network	Statement from the Heart to identify appropriate ways to support their aspirations". The City continues to listen to Aboriginal and Torres Strait Islander communities and the advice of the Aboriginal and Torres Strait Islander advisory panel on the four pillars of the Eora Journey, our commitments to relationships, respect and opportunities in our reconciliation action plan, and other projects that include naming, truth-telling and recognition. b) The City notes the suggestion to encourage the use of vacant properties but has no powers to require property owners to ensure their premises are occupied. c) The City's target is to achieve net zero emissions by 2035. Achieving the net zero target will likely require the use of offsets given the time it will take to achieve deep decarbonisation through the electrification of buildings and transport using 100% renewable electricity. There is a significant opportunity for organisations (including government) to invest in carbon farming in NSW with social, economic, and environmental benefits, especially for Aboriginal people and enterprises. The City only considers using carbon offsets of high integrity. d) The City is unable to mandate the installation of solar systems on new residential buildings by the NSW Government BASIX planning controls. The City's planning controls encourage applicants to consider the potential height of neighbouring buildings when installing solar, and to avoid overshadowing existing solar panels. However, these controls cannot override the adopted height and density controls. e) The City notes the desire to close the gas reticulation network but is not the owner of this network.	with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
	i) relocate the overseas passenger terminal to create more open space	f) The City notes the recommendation to increase the water target. The City has modelled past and future water consumption to set the residential water reduction target, and has set a target that we believe reflects an appropriate level of reduction in the timeframe. The City is actively working to support the uptake of alternative water sources across the LGA. g) The City is developing its approach to electrification of the transport system. This work will inform the City's view about the future creation of any low emissions zones by the NSW Government would be responsible for. h) The suggestions in the submission are aligned with the City's approach to reallocating road space to people walking and cycling, to public transport and for more planting. The City has accelerated the expansion of cycleways, continues to advocate to Transport for NSW for improved signal phasing and access by pedestrians and cyclists to Glebe Island Bridge and Sydney Harbour Bridge. i) The Overseas Passenger Terminal is owned and managed by NSW Ports. The facility is currently used for the management and servicing of cruise ships that visit Sydney.	
4	A submission was received from a member of the public during the exhibition period who raised several issues including: a) free public transport b) a restriction on development in the harbour c) protection of city heritage	a) The NSW Government determines public transport fares. The City supports the public transport system being inclusive. The City's encourages more people using public transport by advocating for projects such as the Connecting Green Square, and for more reliable buses by changing the way our roads operate (such as providing more space, and reducing unnecessary private vehicle travel). b) Historically public access to much of the harbour foreshore has been restricted by industry and shipping. Renewal of these sites has created opportunities to provide public access to the foreshore and a continuous foreshore walk. The City continues to advocate for	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
	d) an increase in community events to connect people	improved harbour access and linking of the foreshore walk in development. c) The City's planning framework protects heritage throughout the council area. The City has listed approximately 2,200 local heritage items, as well as buildings and places of state, national and world heritage significance, listed separately under state and national law. The City's 75 heritage conservation areas cover nearly 40 per cent of the council area. d) The City continues to increase the number of events we offer in the public domain and through our community facilities. We also offer a range of grants that people can apply for to run events and activities for community.	
5	A submission was received from a member of the public during the exhibition period requesting specific local trees be planted to benefit and entice local bird life and wildlife.	The City plants a mixture of native, exotic, evergreen and deciduous species. Species selection involves many complex considerations, which broadly fit into three main categories: environmental, functional and aesthetic. We understand the importance of biodiversity and supporting wildlife and will continue to plant native trees and plants across our local area.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
6	A submission was received from a member of the public during the exhibition period recommending more natural edges along the harbour foreshore.	The idea is supported. The City's public space projects along the foreshore have included opportunities for people to engage with the water with breaks in sea walls to provide steps or creation of beachheads to establish mangroves such as at Glebe foreshore parklands.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
7	A submission was received from a member of the public during the exhibition period raising concerns about buses on route 392 and water leaks in Wellington Street.	The City is aware of some concerns regarding Bus route 392. The City will continue to advocate to Transport for NSW for a rapid transition to quieter, cleaner buses.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
		City staff will respond directly to the member of the public providing information on how to provide feedback and/or report issues to Transport for NSW and Sydney Water.	
8	A submission was received from a member of the public during the exhibition period which relates to a noise complaint.	The matter is subject to an ongoing investigation and City staff will respond directly to the member of the public.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
9	A submission was received from a member of the public commenting on the poor facilities for waiting bus passengers at Bondi Junction and Marrickville Metro.	The City supports the provision by Transport for NSW of suitable waiting facilities for bus passengers. City staff will respond directly to the member of the public providing information on how to provide feedback to Transport for NSW.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
10	A submission was received from a member of the public during the exhibition period who recommended that: a) Council consider subsidising bike purchases in lieu of bike share schemes b) renewable energy alternatives are expensive and alternative sources of funds may be required And noted that c) the City is committed to community housing.	a) Bike share is provided by commercial operators and is not under the City's control. Many people bought bicycles during the pandemic and the City supports bicycle recycling programs which supply reconditioned bicycles to those in need. b) The price of renewable energy has fallen rapidly in recent years. For those who can install rooftop solar, the payback is around 5 years. Many organisations like the City of Sydney have reduced their energy bill by purchasing renewable electricity. For small customers, we recommend using the government website Energy Made Easy to shop around for the best GreenPower electricity plan.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
11	A submission was received from a member of the public during the exhibition period highlighting the need to continue the City's focus on waste and resource recovery engagement and encourage more residents to compost at home and recycle soft plastics at the local supermarket.	The suggestions are supported. The City has a comprehensive waste avoidance and resource recovery engagement program. We regularly review our services to optimise the number and types of materials we can collect and recycle. The decision to move to a combined paper, plastics, glass and metals recycling service was due to competing demands for space in residential properties and the industry's ability to separate combined collections through advances in separation technologies.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
12	A submission was received from a member of the public during the exhibition period opposing the removal of the Cahill expressway as part of the Three linked city squares project idea.	Removal of the Cahill expressway represents a once in a generation opportunity to open up and connect the city to the harbour. It is an idea advocated by Jan Gehl in Public Life Public Place Sydney 2007 and exhibited initially as part of Sustainable Sydney 2030 for which there was strong community support.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
13	A submission was received from a member of the public during the exhibition period recommending that the City advocate for improved building standards to increase the life of developments to avoid associated emissions caused by redevelopment and reduce the impacts of waste from demolition.	The Community Strategic Plan acknowledges that there is a need to focus on the quality of new developments both from an efficiency perspective and to maximise the use of resources through improved design that adhere to circular economy principles. It is also acknowledged that these outcomes cannot be achieved by local councils alone and that we will need to advocate to all levels of government and industry to facilitate change.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
14	A submission was received from a member of the public during the exhibition period suggesting that:	a) The City supports an inclusive approach to transport that enables everyone to travel within the city. The City acknowledges that not everyone is able to walk or use active transport and that other transport options are required to support travel for all.	It is recommended the submission is noted with no change to the

No.	Background	Response	Recommendation
	a) a focus on a city for walking and cycling (and public transport) does not address the needs of the elderly b) that bus services must be improved in Elizabeth Bay.	The City's Inclusion (Disability) Action Plan 2021-2025 outlines key actions to support people with disability and older people to travel through the city with dignity and independence. The plan aims to do this by improving the accessibility of the public domain, including upgrades, management and maintenance of key infrastructure such as bus stops, seating and lifts, access to information on key access barriers and features in the city to enable journey planning and priority access to mobility parking for those that require it. We have heard from other members of the community, including people with disability and people with access requirements, that the cycleways have improved their mobility, especially when using e-bikes or mobility scooters. b) The City supports the NSW Government providing bus connections that meet the needs of everyone, including older people. City staff will respond directly to the member of the public providing information on how to provide feedback to Transport for NSW in relation to their bus service.	Community Strategic Plan as exhibited.
15	A submission was received from a member of the public during the exhibition period asking if the City has considered the emissions from air travel.	The City of Sydney's operations have been certified as carbon neutral by the Australian Government Climate Active program since 2011. This includes calculating and offsetting the emissions from work air travel. The City is not able to access reliable data for air travel emissions by people who live and work in the local area. The aviation sector will decarbonise through initiatives like the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). In the meantime, residents and workers are encouraged to seek alternatives to flying such as virtual meetings, and when taking flights, to invest in carbon offsets.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
16	A submission was received from a member of the public during the exhibition period recommending: a) an end to people sleeping rough b) more protected harbour pools e) the removal of trucks and cars from the city centre.	a) The City continues to work with partners to support people experiencing or at risk of homelessness. b) The water city – making more of our harbour project idea advocates for more opportunities for people to swim and use the harbour for recreation. c) The City's approach to improving city centre streets and providing more space for growth focuses on removing unnecessary through-traffic, and reallocating road space away from private vehicles. Even in a city for walking, cycling and public transport, residents and business will still require some motor vehicle trips – such as trucks delivering construction materials or removing waste. The City is exploring ways to have these fleets zero emissions as soon as possible, to reduce air and noise quality impacts.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
17	A submission was received from a member of the public during the exhibition period raising many areas in which greater Sydney should be improved, including more green space, more bike paths, extension of light-rail and emissions-free public transport.	The City has ambitious targets to increase green cover to 40%, including 27% canopy cover. To achieve this, we will allocate more space across the local area for greening and tree planting, whilst balancing the many other competing requirements that create a thriving global city. The City has accelerated building the bike network in the local area, and we advocate for a more developed network for inner Sydney. The City also strongly advocates for buses in the local area to be zero emissions as soon as possible, noting the NSW Government commitment to achieve this across Sydney by 2030 The City's priority for additional public transport is a Metro extension to at least Zetland by 2030.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
18	A submission was received from a member of the public during the exhibition period recommending	The City has developed and is collaborating with the NSW Government on several initiatives including the 24-hour economy advisory group,	It is recommended the submission is noted with no change to the

No.	Background	Response	Recommendation
	that a strategic plan be developed in conjunction with the NSW Government to understand and address the state of environmental noise and its impacts in our council area.	special entertainment precincts and open and creative planning reforms, which all include a focus on the management of noise. The City also manages noise through its regulatory role.	Community Strategic Plan as exhibited.
19	A submission was received from a member of the public during the exhibition period requesting fenced dog exercise areas as part project idea 3 (The green city – increasing city greening).	Converting Moore Park golf course to parkland would present many opportunities for diverse recreational uses and facilities including options for dog exercise. These will need to be considered as part of a comprehensive design development and community engagement process.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
20	A submission was received from the Cancer Council NSW during the exhibition period emphasising the role of built and natural shade provision to protect harm from UV radiation.	The City has ambitious targets to increase the canopy cover to 27% by 2050. This includes planting trees that will provide sufficient shade, especially during summer, and ensuring all the community has equitable access to this canopy cover. Public space projects delivered by the City include as a prime design consideration, the importance of shade provision.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
21	A submission was received from MAKO Architecture during the exhibition period in support of project ideas 3 and 8.	The City appreciates and notes this statement of support.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.

No.	Background	Response	Recommendation
22	A submission was received from the Haymarket Foundation during the exhibition period providing support for the City's plans to establish more diversity in affordable housing.	The City will continue to work to improve diversity in affordable housing.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
23	A submission was received from the Cancer Institute NSW during the exhibition period emphasising the importance of shade provision as part of planning public spaces and streets.	The City has ambitious targets to increase the canopy cover to 27% by 2050. This includes planting trees that will provide sufficient shade, especially during summer, and ensuring all the community has equitable access to this canopy cover. As trees provide wide-ranging benefits to the community, we have not listed those benefits individually, rather identified them as improvements to health and wellbeing. Our actions support the reduction in overexposure to UV radiation. Public space projects delivered by the City, also include as a prime design consideration the importance of shade provision.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
24	A submission was received from the Right Angle during the exhibition period supporting the establishment of a Creative Land Trust in Sydney.	The City appreciates and notes this statement of support. The City of Sydney will work towards establishing a Creative Land Trust in Sydney.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
25	A submission was received from Pyrmont Action during the	a) The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The 2022/23 budget includes	It is recommended the submission is noted with no change to Sustainable Sydney

No.	Background	Response	Recommendation
	exhibition period who made recommendations on: a) the provision, renovation and staffing of community facilities b) improved public transport c) measures to reduce carbon emissions d) provision of additional social and affordable housing, including directing contributions collected on the Peninsula to realising affordable housing in Pyrmont and Ultimo	provision for additional staffing and programming across our community centres and libraries. The City has recently advised Pyrmont Action that it will approach Transport for NSW, who are responsible for bus routes and stops, to explore opportunities for an additional 389 bus stop in the western half of the city centre. The City supports concepts for better bus connections to Pyrmont, such as those outlined in the NSW Government's Tech Central Transport Strategy and continues to advocate for implementation of priority actions in that Strategy. b) The City continues to explore ways to reduce the environmental impacts of all the services it procures. Preference for contractors to use electric vehicles may be considered where procurement criteria are able to be met. The City notes Pyrmont Action's support for electric vehicles. The City is currently undertaking work to understand where there are opportunities to support electric vehicles and the role the City should play. The NSW Government is leading the development of a fast electric vehicle charging network. c) The preparation of new planning controls in Pyrmont will investigate providing more affordable and social housing. The City is not planning for the sale or private redevelopment of existing social and affordable housing. d) Affordable housing contributions are available for community housing providers to use throughout the council area to ensure there are sufficient sites and opportunities to develop affordable housing.	2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
26	A submission was received from the Friends of Ultimo during the exhibition period which in general supports the strategic directions,	a) The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the	It is recommended the submission is noted with no change to Sustainable Sydney

No.	Background	Response	Recommendation
	guiding principles and transformative project ideas but which raised concerns about: a) the Ultimo Community Centre b) the amount of social and affordable housing at Blackwattle Bay c) the potential effect of changes to planning controls under the NSW Government's Pyrmont Peninsula Place Strategy.	Accommodation Grants Program. The City is conducting a review of our booking processes and systems. b) The City's submission to Blackwattle Bay advocated for an increased amount of affordable housing in the project. c) The City will be reviewing the planning controls for Pyrmont – Ultimo as required by the NSW Government's strategy. The City is consulting with the community on the changes to ensure impacts can be managed while contributing to the outcomes of the Strategy.	2030-2050 Continuing the Vision as exhibited.
27	A submission was received from Coalition Caring 4 Communities (4Cs) that makes recommendations on enhancement of community facilities.	The issues raised in the submission are the subject of ongoing discussion with the City of Sydney. City staff will respond directly to 4Cs.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
28	A submission was received from the Heartdancers Charity during the exhibition period supporting the establishment of a Creative Land Trust and noting the difficulty of finding affordable space.	The City appreciates and notes this statement of support. The City of Sydney will work towards establishing a Creative Land Trust in Sydney.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
29	A submission was received from City of Sydney Liberal Councillors during the exhibition period who made the following recommendations:	a) The central Sydney planning framework permits residential development as part of mixed-use projects and it is expected that central Sydney's residential population will continue to grow. b) Over the last three years council's planning assessment staff assessed 3820 applications and 3698 or 97% were approved.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the

No.	Background	Response	Recommendation
	a) Increase the number of residents in the city centre b) Streamline DA processes / streamline the development of new dwellings c) Remove barriers getting in the way of the establishment of new businesses d) Implement an ambitious net zero by 2030 target e) Continue to invest in core city services, such as waste and cleaning services, and transportation infrastructure f) Focus on realistic and achievable goals	Fast track alfresco initiatives included: • Fast-tracked criteria and online form – previously paper form • Integration of liquor licensing application – previously operators had to apply to Council and Liquor and Gaming NSW separately. (While these are temporary Liquor and Gaming are currently investigating a longer-term approach) • Reduced timeframes for notifications The City's Planning Assessment Unit is extending a trial of a Fast Track development assessment team who will focus on smaller scale and less complex applications such as those from small business. City Planning staff will continue with high quality and thorough assessments of major commercial and residential applications to deliver the objectives of the City's controls. Planning staff will continue to work with proponents of planning proposals to meet council guidelines and strategic objectives. c) The City is focused on a continuous program of red tape reform to assist new and existing businesses. Recent examples of this include the streamlined process to take up outdoor dining on footpaths and reclaimed car spaces (Alfresco dining program). We have also made it easier to activate laneways. A range of planning exemptions are available across the City's and state planning controls. The City has proposed streamlined planning pathways for later trading shops, small scale cultural activities and solar panels. The City investigates opportunities for exempt and complying development as they arise. d) The City engaged modelling in setting its target for net zero emissions across the LGA by 2035. This will largely be achieved by a rapidly greening electricity grid, fewer emissions from transport, improvements in waste management, and reducing natural gas. A net zero by 2030 target would require a significant purchase of	Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
		carbon offsets given the time that it will take to electrify buildings and transport and introduce new renewable electricity generation and infrastructure. e) The City has for many years delivered to a high standard across all its core services and invested significant funds to renew and enhance its asset base. f) The draft Long Term Financial Plan includes substantial future funding designed to ensure adequate funds are provided to continue this level of service delivery to the community while also maintaining and improving the City's infrastructure assets. g) The aspiration of Sustainable Sydney 2030-2050 Continuing the Vision is ambitious but achievable. Additionally, Council is required to review its 10-year Community Strategic Plan and progress towards achievement of targets and objectives every 4 years, as part of the role of the incoming council after council elections. This provides an opportunity to adjust and refine major targets and programs if unexpected changes occur that will influence longer term outcomes.	
30	A submission was received from the Glebe Society during the exhibition period which includes recommendations that: a) the rehabilitation of Wentworth Park be considered as a project idea b) a floating pool is not located in Rozelle Bay c) Direction 2 should be modified to include outcomes for	a) The opportunities for a transformed Wentworth Park if greyhound racing was relocated is a key direction in the City's Open Space, Sport and Recreation Needs Study and has been part of the City's submissions and advocacy relating the NSW Government's Black Wattle Bay planning proposal. The design outcomes stated in the submission can be explored in the feasibility assessment and community engagement phase of the project. b) The water city – making more of our harbour project idea provides a range of illustrative options ranging from low key swimming nets to the floating pool example. The intention was to show the diversity of options drawing on overseas examples. Future development of any opportunities at specific locations will need to undergo a	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
	conserving rather than demolishing buildings and to take account of the embodied carbon associated with demolition d) heritage is afforded more protection e) public housing be retained f) community centres be improved g) cycleway safety be measured	comprehensive design feasibility assessment and community engagement process that considers water quality, type of facility and appropriateness to place and context. c) Embodied carbon is recognised in objective 2.1 'The city reaches net zero emissions by 2035 with embodied carbon significantly reduced'. The conservation of buildings is addressed by objective 4.1. The City's planning controls protect over 2,000 heritage items plus 75 conservation areas which cover about 40% of the council area and include about 22,000 buildings. d) The City is reviewing its planning controls for heritage conservation areas which will improve the way in which these areas are protected. An ongoing measure is not recommended for a specific project. This project is identified in the 2022/23 Operational Plan. e) The City continues to advocate for the NSW Government to retain and increase social housing. f) The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The City is conducting a review of our booking processes and systems. Additional equipment needs are regularly considered. g) The City designs cycleways to improve safety and minimise risk. City staff monitor reported safety issues and crashes and investigate and respond as appropriate. An ongoing measure is not recommended.	
31	A submission was received from Louder World Pty Ltd during the exhibition period supporting	The City appreciates and notes this statement of support.	It is recommended the submission is noted with no change to

No.	Background	Response	Recommendation
	Sustainable Sydney 2030-2050 with specific interest in the development of a Creative Lands Trust for Sydney.	The City of Sydney will work towards establishing a Creative Land Trust in Sydney.	Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
32	A submission was received from Action for Public Transport (NSW) Inc. during the exhibition period, outlining measures to improve public transport, including proposals for additional public transport infrastructure.	The submission supports improved public transport, consistent with the City's vision and target for a city for walking, cycling and public transport. The City continues to advocate to the NSW Government for changes to traffic signal management to achieve better outcomes for people walking, cycling, and catching public transport, including on routes such as the Inner West light rail (L1). The City's public transport infrastructure priorities are for the metro extension to at least Zetland, by 2030. The NSW Government's Tech Central Transport Strategy indicates it is exploring options for additional stations around Central, and in the Camperdown area. A station at Central is the City's highest priority for this line, after Zetland.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
33	A submission was received from Bicycle NSW during the exhibition period that supports the vision, strategic directions, targets and project ideas and which recommends: a) development of targets for the reallocation of road space and targets b) prioritise the movement of pedestrians and cyclists	a) The reallocation of road space is complex. Rather than set a target, the City has determined it appropriate to measure progress and report regularly on outcomes achieved. b) The City continues to advocate to Transport for NSW for the higher prioritisation at traffic signals of people walking and cycling, and seeks to trial advanced detector loops. The first people priority traffic signals at Bourke and Campbell intersection, where the default green is for people not traffic, has been successful and we will seek further opportunities for these, and more raised crossings for safety. c) The City notes the comments regarding cycleway infrastructure. Cycleways recently installed have been wider to cater for future growth, a broader range of users and cycle logistics. City staff are regularly testing the bike network suitability for cargo bikes.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
	c) ensure that transport infrastructure is inclusive d) repurpose the Cahill expressway immediately	d) Removal of the Cahill expressway represents a once in a generation opportunity to open and connect the city to the harbour. It is an idea advocated by Jan Gehl in Public Life Public Place Sydney 2007 and exhibited as part of Sustainable Sydney 2030 for which there was strong community support.	
34	A submission was received from City West Housing during the exhibition period that supports the strategic directions and targets, and which seeks: a) fast tracked approvals without design competitions and multi-stage applications b) planning concessions for items that impact Affordable Housing but do not materially impact resident amenity c) public land dedicated for use as Affordable Housing in perpetuity	a) The City will continue to use design competitions to ensure high quality outcomes. Additional 10% floor space can be awarded for projects that go through a competition. b) The City has adopted or exhibited controls which provide additional floor space or land use concessions for affordable housing in Alexandria and Botany Road. The City will continue to investigate opportunities to support affordable housing through the planning framework. c) The City has provided $18 million in discount land sales for affordable housing.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
35	A submission was received from Smart Design Studio during the exhibition period requesting that the canopy target be increased, tree planting be accelerated, and major arterial roads be a focus area.	The City's targets have been informed by the latest scientific research available, and developed based on comprehensive data and analysis, for every street, park, and private property. The methodology is robust, ambitious, and sets a clear pathway for the City to increase canopy cover – noting we are one of the few Australian councils to consistently do so since 2008. The 27% canopy cover by 2050 is a 75% increase from our 2008 baseline and will be a significant achievement.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

No.	Background	Response	Recommendation
		To achieve the targets, the planting of more trees and greening within roads is required. This will be a combination of infill planting in footpaths, and new in-road planting locations, including the reallocation of road space for plantings. The green avenues project idea illustrates what city streets could be in future. These principles could be applied to other streets when opportunities arise.	
36	A submission was received from a member of the public during the exhibition period which compares the findings of the Gehl Public Spaces Public Life report in relation to the effect of tall buildings on sun and wind and the new development heights of up to 300 meters in central Sydney.	The Central Sydney Planning Framework creates the opportunities for economic growth in Australia's global business centre. The framework identifies four tower cluster areas where there is no shadowing impact to important parks and public spaces. The framework also requires tall towers to setback from the street and be tapered to achieve good wind and daylight outcomes at street level.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
37	A submission was received from a member of the public during the exhibition period requesting the City consider the closure of Pyrmont Bridge Road between Wattle Street and Wentworth Park Road.	The City is working with Transport for NSW to agree the future street operations and public domain opportunities arising from the Pyrmont Peninsula Place Strategy and the opening of Pyrmont Metro in 2030. In line with the aspiration set out in Sustainable Sydney 2030-2050 Continuing the Vision, the City will advocate for the reallocation of street space from vehicles to people, places, and planting. A key element is ensuring that WestConnex and the Western Harbour Tunnel results in a decrease in through traffic in Pyrmont.	It is recommended the submission is noted with no change to the Community Strategic Plan as exhibited.
38	A submission was received from a member of the public during the exhibition period which provided support Building on housing for all project idea, greening the city and	The submission is noted, and the City will continue to work to explore affordable housing development models, including community land trusts. We will also continue to work towards delivering the greening and canopy targets, including greening laneways and towards the establishment of a creative land trust.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing

No.	Background	Response	Recommendation
	the importance of creative space in the city.		the Vision as exhibited.
39	A submission was received from a member of the public during the exhibition period requesting a greening upgrade on the corner of Palmer and Stanley Street Darlinghurst	The land, the subject of the request, is owned and managed by the Roads and Maritime Services, who are responsible for the maintenance and any improvements to it. City staff will respond directly to the member of the public.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
40	A submission was received from Chippendale Resident Interest Group during the exhibition period which recommended: a) green space measures b) ongoing advocacy by the City and engagement with residents regarding development c) community facilities d) additions to the Lord Mayor message e) amendment of strategic directions f) amendment of principles g) amendment of targets h) support for and additions to the project ideas	a) The City's Open Space, Sports and Recreation Needs Study includes an overall area target of 15% open space across the local government area. It is acknowledged that distribution of open space is variable across neighbourhoods hence the City's emphasis on better pedestrian and cycle links to increase access and catchment to large parks. For Chippendale the Broadway green avenue project idea as well as continued pedestrian improvements will provide better access to Victoria Park, a 9.0 ha park that includes recently improved park amenity as well as aquatic and casual active recreation facilities. b) The submission raised concerns about potential impacts to heritage from the NSW Government's Tech Central project and engagement and consultation opportunities for the community to provide input and feedback on activities and projects in the Tech Central precinct. The Greater Cities Commission (GCC) is developing an engagement framework to outline a coordinated approach to engagement across the precinct. They will establish a coordination group including engagement teams from key agencies and stakeholders including Greater Cities Commission, Transport for NSW, Department of Planning and Environment, the City of Sydney and others as relevant. This group will facilitate a coordinated approach to engagement and consultation to raise awareness of	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited. It is recommended that minor amendments to outcome statements be made to the Community Strategic Plan.

No.	Background	Response	Recommendation
	i) review and measurement of the Community Strategic Plan j) reference documents	activities in the precinct and provide information about opportunities for consultation and engagement on projects across the Tech Central Precinct. Staff have met with GCC community engagement team and reiterated the need to consult with the community. The City's planning controls aim to protect the heritage qualities of Chippendale. c) The contribution from the Central Park VPA has been quarantined for community facilities. The City is investigating options to provide or upgrade a community facility in the Chippendale area. d) The City notes the suggestions. e) There are several recommended amendments to the strategic directions. The recommendation to include community as a key stakeholder is noted. Key partners and collaborators are identified in each strategic direction and 'community' is described in various ways whether as residents, businesses, community organisations, peak bodies and member-based organisations. Various suggestions to improve the description of each strategic direction were provided. These have been reviewed and suggestions noted. Minor amendments will be made to some outcome statements to capture the intent. No changes are recommended to the descriptions. The recommendation to amend Direction 10 Housing for all to encourage sustainable development that enables the retention of existing communities and improve liveability and facilitate ageing in place is noted. Objective 10.4 addresses housing for a diverse community and Direction 4, objective 4.1 addresses well-designed neighbourhoods that support inclusive, socially connected, and healthy communities. The City's housing strategy has an action to	

No.	Background	Response	Recommendation
		increase universally designed housing which supports aging in place. No changes are recommended. The recommendation to amend Direction 10 Housing for all to better socially and environmentally integrating student, social and affordable housing across the wider LGA rather than a high concentration in a few areas is noted. Student housing is permitted in residential and mixed-use zones which cover most of the local government area. The market tends to build close to universities, which supports active transport and co-location of services. Community housing providers can build affordable housing throughout the council area and it tends to be in higher density urban renewal areas due to the availability of sites. New social housing is generally limited to NSW Government housing estates due to the high cost of land. No change is recommended to the Strategic Direction. f) The recommendation to amend principle 5 to include 'working in partnership with local communities' is noted. The concept is already included in the principle. The recommendation to amend principle 6 to include 'open' is noted. The principle includes concepts of fairness and equity, high ethical standards, transparency, accountability, and the involvement of communities. g) The City's target is to achieve net zero emissions by 2035. Achieving the net zero target will likely require the use of offsets given the time it will take to achieve deep decarbonisation through the electrification of buildings and transport using 100% renewable electricity. There is a significant opportunity for organisations (including government) to invest in carbon farming in NSW with social, economic and environmental benefits, especially for Aboriginal people and enterprise. The offsets scheme referred to by the correspondent relates to biodiversity offsets. Carbon offsets	

No.	Background	Response	Recommendation
		operate under a different scheme and the City will only consider carbon offsets of high integrity. The City's Greening Sydney Strategy includes the overall 40% greening, including 27% canopy target, but also includes target breakdowns for streets, parks and private property. These targets are ambitious, with an increase in canopy cover of 75% from the 2008 baseline. Further work is underway to support increased greening, including a review of the City's Urban Forest Strategy and relevant planning controls that support additional greening, and improved equity and access for the community. The City notes the recommendation to make the food scraps collection a permanent service. The recommendation to consider alternatives to the housing target and set more ambitious affordable housing targets is noted. The housing target was adopted by Council in the Local Strategic Planning Statement and Housing Strategy in 2020. It has since been endorsed by the NSW Government. The target is based on an understanding of development capacity, forecast population growth and the need to plan for business space. The housing target can be achieved within current residential planning settings. The affordable housing targets are ambitious, and progress has been made through the City's planning framework, subsidised land sales and grants. The recommendation to increase the target for community cohesion and social interaction from 75% to 80% is noted. This target is drawn from the City's Community Wellbeing Indicators. A review is undertaken each time the Community Wellbeing survey is undertaken and progress toward the target can be assessed. h) Broad support for the project ideas is provided in the submission. Issues raised are good points that warrant consideration in the detailed design and implementation stage. These stages will include	

No.	Background	Response	Recommendation
		a community engagement process to allow input into the delivery of the projects. i) The recommendation to conduct two-yearly reviews of the Community Strategic Plan is noted. Council is required to review its Community Strategic Plan every 4 years, as part of the role of the incoming council after council elections. Every year the Council reviews the Delivery Program, which is the City's implementation program over 4 years, and develops a new annual Operational Plan including the budget. This provides Council the opportunity to adjust and refine major targets and programs if unexpected changes occur that will influence the longer-term outcomes. The Operational Plan is placed on public exhibition for the community to make comments and suggestions. Council also receives a report on the progress of the Delivery Program every 6 months, and it is through this process that any major issues are identified that can be addressed immediately or in future. j) The City notes the concerns raised that reference documents identified in the Community Strategic Plan were not placed on public exhibition. The City is unable to exhibit documents for public comment that were completed some time ago, or which belong to other organisations.	
41	A submission was received from an individual during the exhibition period which endorsed work already undertaken and: a) called for further improvements to encourage cycling such as bike parking at stations, end of	The City appreciates and notes the statement of support. a) The City agrees bicycle parking at train stations is important and will continue to lobby Transport for NSW for this to be provided. The City's planning controls include end of trip facilities for people walking and riding bicycles. In addition, many building owners are retrofitting facilities into buildings. The City will supplement these facilities with two public facilities later this year.	It is recommended the submission is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.

No.	Background	Response	Recommendation
	trip facilities and more shaded cycleways b) noted the importance of open data to enhance collaboration between citizens and the city and provided international case studies	The City is very focussed on mitigating heat with more plantings and includes trees in cycleway projects on a case by case basis. b) The City provides free and open access to key City datasets through its data hub. The City's approach and aspirations for how open data can enhance collaboration and decision making is outlined in the adopted Smart City Strategic Framework.	
42	A submission was received from Sydney Co Housing during the exhibition period which requested co-housing be considered part of Council's affordable housing targets.	The City's recognises that co-housing can play an important role in the mix of housing in the City as it allows opportunities for better sustainability, design and equity outcomes and more housing security. Co-housing does not fall into Council's definition of affordable housing, which is owned in perpetuity by community housing providers and rented at no more than 30% of household income.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision.
43	107 Projects responded to the survey on Sydney Your Say, commenting that all 10 project ideas will make a positive contribution to Sydney, environmental targets and action should be accelerated and accelerating the provision of cultural space will assist community connection and cohesion.	The support for the project ideas is noted as is the importance of environmental action and building connection through culture and creativity.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
44	Impact Storytelling responded to the survey on Sydney Your Say commenting that all 10 project ideas will make an excellent contribution to Sydney and there is	The City appreciates and notes this statement of support. The idea of impact storytelling will be referred to City staff to follow up.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing

No.	Background	Response	Recommendation
	a role for storytelling in Sydney's evolving narrative.		the Vision as exhibited.
45	Domestic Violence NSW responded to the survey on Sydney Your Say commenting that there is still not a clear path for the provision of allocated housing for women, women led families and older women in proposed apartment development.	The City notes and supports this comment. The City continues to advocate to the NSW Government for the provision of safe, affordable, and secure housing for vulnerable populations including older women and women and their children leaving domestic and family violence. The City was pleased to facilitate the temporary use of student housing for women at risk of homelessness for up to 12 months but recognises this is not a permanent solution.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
46	Heartdancers responded to the survey on Sydney Your Say and made a number of comments in relation to the importance of culture to the health and wellbeing of residents and visitors to the city, and thus the importance of making space for culture project idea.	The City appreciates and notes this statement of support.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
47	JOC Consulting responded to the survey on Sydney Your Say and commented on the importance of Sydney's global focus and of tourism to the economy.	The suggestions made by JOC Consulting on the importance of tourism and the opportunity to promote Sydney as the gateway to Australia to global audiences are noted. The City is preparing an Economic Strategy Discussion Paper and will work with all stakeholders to elevate the promotion of Sydney as a global destination. We continue to work in partnership with the State tourism agency, Destination NSW and other stakeholders from the visitor economy.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
48	MY Architects responded to the survey on Sydney Your Say and	The City appreciates and notes this comment.	It is recommended the response is noted with no change to

No.	Background	Response	Recommendation
	commented on the making space for culture idea.		Sustainable Sydney 2030-2050 Continuing the Vision as exhibited.
49	The Older Womens Network responded to the survey on Sydney Your Say and suggested that the affordable and social housing targets are too low. They also asked that safety be included in the title of a strategic direction and that it become a key strategy.	The suggestions from the Older Womens Network are noted. The social and affordable housing target is ambitious. The social and affordable housing is delivered by the NSW Government and Community Housing Providers. There are currently about 2,200 affordable homes built, in the pipeline or expected in the future that will contribute to the about 11,700 needed to meet the target. The City has collected $343 million in levies and provided $18 million in discounted land and $10m in grants and continues to use its planning levers to support affordable housing. Safety is identified in objective 7.5 – People feel safe in the city. The City's actions are set out in the City for All community safety action plan 2019-2023.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
50	Shelter NSW responded to the survey on Sydney Your Say with supportive comments about the social and affordable housing targets but with questions about the nature of private dwellings.	Direction 10 addresses needs across the housing spectrum include social and affordable housing for lower income people. Private and non-private dwelling refers to the nature of space rather than the ownership. Non-private dwellings include boarding houses, seniors housing and student housing, with features such as shared spaces and facilities.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.
51	Teamrice responded to the survey on Sydney Your Say and made several comments in relation to the importance of businesses trading later into the evening on weekdays	The City has for many years put in place plans to encourage Sydney's night-time economy including the opportunity for late night trading for business. Actions undertaken include, but are not limited to, enabling 24-hour trading across the city centre, later trading hours for village main	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing

No.	Background	Response	Recommendation
	and weekends to create reasons to visit and stay in the city centre.	streets, development of new cultural, entertainment and innovation precincts, extended hours for unlicensed businesses and additional hours for performance and culture. Further actions will continue to be developed in consultation with community and stakeholders.	the Vision and the Community Strategic Plan as exhibited.
52	The Australian Retailers Association responded to the Survey on Sydney Your Say making comments in support of the vision and suggestions to revitalise the city centre.	The City appreciates and notes the comments and suggestions and will continue to work with the ARA and other stakeholders as our plans are implemented.	It is recommended the response is noted with no change to Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan as exhibited.

PART B

Summary of Submissions and Responses: draft Delivery Program 2022-2026, draft Operational Plan 2022/23 and draft Resourcing Strategy 2022

17 submissions were received in total (including via email and through the Sydney Your Say survey) following the exhibition of the Draft Delivery Program 2022-2026, Draft Operational Plan 2022/23 and Draft Resourcing Strategy 2022. A summary of the issues raised in the submissions and responses, and the recommendation following their assessment by staff are included in the table below.

No	Background	Response	Recommendation
1	A submission was received during the exhibition period from a member of the public 1) suggesting a more prioritised program that focussed on a fewer number of key deliverables, 2) and requesting an improvement in the standard of: 3) street and footpath maintenance 4) waste management and recycling, and 5) parks and suburban landscape maintenance.	1) The Delivery Program is a 4 year plan within the broader suite of documents required under the Integrated Planning and Reporting framework that all NSW councils must implement. Councils are required to document all their planned actions and activities to deliver the objectives contained within the Community Strategic Plan, which is a community outcomes plan, delivered by the local council but also in conjunction with other organisations and levels of government. As a result the Delivery Program can appear to be very comprehensive but is an essential plan for the community. The City does focus on our local issues and more traditional services but also plays a key role in advocating for many local issues outside our span of direct authority like homelessness, transport and large scale waste, energy and water issues threatening the sustainability of greater Sydney and NSW. 2) The City has continuous streetscape improvement programs, which includes the installation of Smartpoles, upgrade and improved LED street lighting, street furniture and footway renewal. The City has funding in the budget for financial year	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
		2022/23 for maintenance and capital improvement works including footway improvements and renewals. 3) The City provides 24/7 street cleansing services and kerbside waste and recycling services to residents and is committed to reducing waste to landfill by 90% by 2030. One way the City is working towards this goal is trialling a food scrap recycling service that has so far turned 1,000 tonnes of food scraps into compost and energy and preventing 1,300 tonnes of CO2. 4) The City has 360 parks and over 5,000 street gardens and has a comprehensive parks and landscape maintenance program with service levels and frequencies for each site. This is supported by a renewal program which ensures assets are upgraded when their condition starts to decline. Funding and resources are budgeted each year to meet service levels and to maintain new assets as they come online.	
2	A submission was received during the exhibition period from a member of the public complimenting the financial commitment to building cycleways, foot access and better public spaces.	The City appreciates and notes this statement of support.	That the submission is noted with no change to the documents as exhibited.
3	A submission was received during the exhibition period from a member of the public referencing access to public transport for seniors, the	The City supports the need for an inclusive public transport system. Our advocacy to the NSW Government has contributed to new lifts at station such as Newtown, Redfern and Erskineville. Our input on bus changes strongly reinforces the need for	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
	integration of public transport modes, routing and service levels, and requesting the commencement of a free public bus servicing different parts of the city, including Darling Harbour, Chinatown, Circular Quay and Elizabeth Street up to Central.	maintaining connections that the community value, and the role of the bus system for providing local connections for the elderly. The free bus concept would have to be delivered by the NSW Government. The suggestion should be referred to Transport for NSW.	
4	A submission was received during the exhibition period from a member of the public requesting council ban the rainbow flag and the Mardi Gras.	We value the contributions made by all people and believe that this diversity strengthens our city. Sydney has long been a beacon of acceptance for people from Australia and all around the world. We value and respect the range of identities, perspectives, experiences and lifestyles of our community, including people young and old, people with disability, people with diverse gender identities, LGBTIQ communities, people with diverse political perspectives and those who have experienced advantage or disadvantage.	That the submission is noted with no change to the documents as exhibited.
5	A submission was received during the exhibition period from a member of the public regarding planning for, and inclusion of, senior members of the community.	The City offers a range of programs, activities and events for older people, including through our community centres, which also offer opportunities for people to come together and build connections. We offer a Meals on Wheels Service, and a range of referrals and supports for those who need it.	That the submission is noted with no change to the documents as exhibited.
6	A submission was received during the exhibition period from a member of the public requesting increased	The KGV facility is currently under review as part of the Asset Renewal program. The review is focusing on the external fabric of the facility, which includes the roof areas. Interim repairs have already been commissioned to address the leaking roof – noting	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
	maintenance of the King George V Recreation Centre (KGV), particularly repair of broken inbuilt scoreboards and leaking roof areas.	the recent issues are predominately caused by the exceptional storm events experienced across Sydney in the past 8 months.	
7	A submission was received during the exhibition period from a member of the public requesting council install electric vehicle (EV) charging stations and dedicated EV spaces in the LGA, particularly in the city suburbs' streets.	As part of its commitment to Net Zero Emissions by 2035, the City supports the electrification of transport systems, including the private vehicle fleet. The City is undertaking work to understand where there are opportunities to support electric vehicles, including EV charging within residential buildings, commercial and retail sites, and what role the City should play. The NSW Government is leading in the development of a fast EV charging network on-street.	That the submission is noted with no change to the documents as exhibited.
8	A submission was received during the exhibition period from a member of the public requesting council provide: 1) a fenced, off leash area in Glebe and 2) create additional parking on vacant land adjacent to The Crescent Early Learning Centre in Annandale.	1) The City has 49 off leash parks including several within the Glebe Foreshore parklands. The City has limited open space and does not allocate exclusive use for activities such as dog exercising but requires our parks to be shared and accessible for use by all members of the community. 2) The land adjacent to the Crescent Early Learning Centre is public open space and proposed to be upgraded for active recreation. The Project Scope report for the Crescent Sports Field was endorsed by Council in October 2021.	That the submission is noted with no change to the documents as exhibited.
9	A submission was received during the exhibition period from a member of the public requesting Council:	1) The City has installed a significant amount of rooftop solar - 7,081 solar panels across 45 City owned buildings - just over 2 megawatts (MW). Our community has identified access to green space as a key priority and if we were to install solar panels within parks this would reduce the amount of space	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
	1) provide funding for solar generation in all parks, 2) restore the natural water cycle, 3) provide rate rebates for those reducing food waste, 4) take climate change factors into account in its parks' upgrade program and 5) address pollution from its diesel/oil/petrol garbage trucks.	accessible to the community. Any power used in our parks is 100% renewable electricity sourced through the City's Power Purchase Agreement. 2) The City maximises the incorporation of green space in its footway programs. The City harvests stormwater for use on many of our parks which provides additional water for irrigation than falls naturally as rain on these parks. The City continues to explore opportunities to expand this program. The City has an existing fleet of rainwater tanks offsetting potable water use in our portfolio. All new projects investigate rainwater harvesting opportunities to offset potable water. 3) Legislation does not currently enable councils to provide rebates on rates for this purpose. 4) The parks renewal program upgrades parks to meet the changing needs of the community and to ensure its assets remain in good condition and are fit for purpose. Park upgrades include sustainability improvements to meet the City's community strategic plan Delivering Sustainable Sydney 2030 - 2050 targets including the use of rain gardens, stormwater harvesting and re-use and use of recycled materials where possible. The City's park asset management plan is being developed to include actions which respond to climate change. 5) There are currently no original equipment electric truck manufacturers retailing to customers in Australia. As the market matures the City will replace their fleet with electric trucks. In the interim the City have purchased Euro 6 standard trucks and utilise biodiesel to reduce emissions.	

No	Background	Response	Recommendation
10	A submission was received during the exhibition period from Friends of Ultimo which expressed concerns regarding Bulwara Road shared zone and about community venues fees, staffing and booking processes	At the March 2021 Local Pedestrian Cycling and Traffic Calming Committee (LPCTCC) a report to install Speed Cushions along Bulwara Road was endorsed. In late June 2021 installation works were postponed due to Covid-19 impacts. The community was informed, via a letter drop, that the works along Bulwara Road would commence once the Covid-19 restrictions were removed and the works could be re-scheduled. On 29 November 2021, the community were re-notified of the works which commenced on 7 December 2021 and were completed by 24 December 2021. The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The 2022/23 budget includes provision for additional staffing and programming across our community centres and libraries. The City is conducting a review of our booking processes and systems.	That the submission is noted with no change to the documents as exhibited.
11	A submission was received during the exhibition period from Friends of Pyrmont Community Centre which expressed concerns regarding fees for usage of community centres, the process for accommodation grants and the requirement for public liability insurance.	The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The City is conducting a review of our booking processes and systems, including insurance cover. Discounts are available for community groups and individuals, and currently fee waivers of up to 100 per cent are available for up to three years on application for eligible applicants.	
12	A submission was received from Pyrmont Action during the	1) a. The City plants a mixture of native, exotic, evergreen and deciduous species. Species selection involves many complex	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
	exhibition period who made recommendations on: 1) Reducing the City's carbon footprint 2) Directly notifying community groups about feedback opportunities on Sydney Your Say 3) Community member representation at internal sub committees, advisory panels and working groups 4) Potential future usage of Wattle Street / Wattle Crescent Council depot site 5) Maybanke community centre closure, access, staffing and redevelopment 6) Need for more public and affordable housing 7) Council consult formally with local community representatives 8) Recommend changing Objective 6.4.2 to include the word "timely"	considerations, which broadly fit into three main categories: environmental, functional and aesthetic. We understand the importance of biodiversity and supporting wildlife and will continue to plant native trees and plants across our local area, where appropriate. b. The City notes Pyrmont Action's support for electric vehicles. The City is currently undertaking work to understand where there are opportunities to support electric vehicles and the role the City should play. The NSW Government is leading the development of a fast electric vehicle charging network. c. The City continues to explore ways to reduce the environmental impacts of all the services it procures. Preference for contractors to use electric vehicles may be considered where procurement criteria are able to be met. d. The City has recently advised Pyrmont Action that it will approach Transport for NSW, who are responsible for bus routes and stops, to explore opportunities for an additional 389 bus stop in the western half of the city centre. The City supports concepts for better bus connections to Pyrmont, such as those outlined in the NSW Government's Tech Central Transport Strategy and continues to advocate for implementation of priority actions in that Strategy 2) Community groups are notified of consultations in their local area or area of interest. In addition, community members are also encouraged to subscribe to the Sydney Your Say enews and planning notifications for regular updates on consultation opportunities. Links to current consultation projects are also available from the home page of the City's website.	

No	Background	Response	Recommendation
	9) Staffing of community centres. 10) Noise monitors and CCTV cameras and proposal for Digital City Noise Pollution Tracker map. 11) Support Housing for all- affordable housing supply 12) Capital works listing- does not include Maybanke Community centre project	3) Council committees are made up of councillors. There is a public EOI process for advisory panels through which community members can apply. The Local Planning Panel includes a community representative appointed for a 3 year term. 4) Transport for NSW (TfNSW) have yet to determine if lands at 10A Wattle Street are required for a future road. Any future plans are dependent on TfNSW. 5) The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The 2022/23 budget includes provision for additional staffing and programming across our community centres and libraries. Maybanke Community centre upgrade is currently not listed in the 10 year Long Term Financial Plan. The City has proposed that funding for an upgrade of the site be listed in the Pyrmont Place Strategy Contributions Plan which is currently in development. If and when the State Government approve the plan, the timing of funding would be assessed taking into account likely developer contribution income and other the priority of other projects within the plan. 6) The preparation of new planning controls in Pyrmont will investigate providing more affordable and social housing subject to NSW Government approval. The City is not planning for the sale or private redevelopment of existing social and affordable housing. Affordable housing contributions are available for community housing providers to use throughout the council area to ensure there are sufficient sites and opportunities to develop affordable housing. The	

No	Background	Response	Recommendation
		City's submission to Blackwattle Bay advocated for an increased amount of affordable housing in the project. 7) Noted. The City consults with the community broadly and will continue to do so in line with the Community Engagement Strategy. 8) Noted. Whilst the addition of the word "timely" could provide some extra meaning, it is inferred that all of Council's actions are timely, including the release of information and it is not warranted for this specific objective. 9) The 2022/23 budget includes provision for additional staffing and programming across our community centres and libraries. The City is conducting a review of our booking processes and systems. 10) The City manages noise through its regulatory role in compliance and planning. Existing noise compliance procedures are aligned to state regulatory requirements, incorporate industry best practice and remain appropriate in investigating and resolving noise complaints. For new development, the City considers the impact of noise, supported by reports prepared by qualified consultants where appropriate, as part of its assessment process. Ongoing noise monitoring and mapping are not required for the compliance and planning functions undertaken by Council. 11) Noted 12) Maybanke Community centre upgrade is currently not listed in the 10 year Long Term Financial Plan. The City has proposed that funding for an upgrade of the site be listed in the Pyrmont Place Strategy Contributions Plan which is currently in development. If and when the State Government approve the	

No	Background	Response	Recommendation
		plan, the timing of funding would be assessed taking into account likely developer contribution income and other the priority of other projects within the plan.	
13	A submission was received from a member of the public that provided details on operational issues regarding parks, drainage, bus shelters, footpaths, cycle ways and rubbish bins.	Over 25 specific operational and technical issues have been raised that are not necessarily related to the Integrated Planning and Reporting documents. These operational items will be addressed by the responsible teams and a response prepared to the submitter. The City of Sydney is advocating for more affordable housing to be provided in the Waterloo Estate than the NSW Government has currently committed to. The City's alternate plan for Waterloo Estate addressed a number of key amenity impacts that would have arisen from the concept plan originally proposed by the Land and Housing Corporation. The City will continue to advocate for high quality housing and public domain in the Waterloo Estate.	
14	A submission was received from a member of the public with suggestions regarding noise monitors, a noise logging and recording equipment library and for community groups to be directly notified of Sydney Your Say campaigns.	The City manages noise through its regulatory role in compliance and planning. Existing noise compliance procedures are aligned to state regulatory requirements, incorporate industry best practice and remain appropriate in investigating and resolving noise complaints. For new development, the City considers the impact of noise, supported by reports prepared by qualified consultants where appropriate, as part of its assessment process. Ongoing noise monitoring and mapping are not required for the compliance and planning functions undertaken by Council. Community groups are notified of consultations in their local area or area of interest. In addition, community members are also encouraged to subscribe to the Sydney Your Say enews and planning notifications for regular updates on consultation	

No	Background	Response	Recommendation
		opportunities. Links to current consultation projects are also available from the home page of the City's website.	
15	A submission was received from a member of the public expressing concerns about venue hire fees for community venues.	The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. Discounts are available for community groups and individuals, and currently fee waivers of up to 100 per cent are available for up to three years on application for eligible applicants.	That the submission is noted with no change to the documents as exhibited.
16	A submission was received from a member of the public expressing concerns about venue hire fees for community venues.	The City continues to provide a range of community facilities for use by the community. Facilities may be available for hire, and/or be staffed during operating hours, or made accessible through the Accommodation Grants Program. The 2022/23 budget includes provision for additional staffing and programming across our community centres and libraries. Discounts are available for community groups and individuals, and currently fee waivers of up to 100 per cent are available for up to three years on application for eligible applicants.	That the submission is noted with no change to the documents as exhibited.
17	A duplicate submission was received from Friends of Ultimo	No response required	That the submission is noted as a duplicate with no change to the documents exhibited.

Attachment G

Engagement Report

CITY OF SYDNEY

Engagement report

Sustainable Sydney 2030–2050 Continuing the Vision and Community Strategic Plan



Engagement report
June 2022

Green Global Connected

Contents

Background 3

Engagement summary 4

Demographic snapshot 6

Key survey findings 8

Subjects/issues raised 12

Activities 20

Appendix 22

Background

A vision from the heart of our community

We engaged our communities on their vision for Sydney in 2050 over several years. Activities included surveys and community sessions, pop-up events, workshops with school students, small businesses, multicultural communities and the creative sector, a stakeholder summit and First Nations dialogue forum. We also held a children's summit, a youth summit and a citizens' jury. Learn more about how we consulted with our communities for 2050 and what they told us.

Informed by community feedback, research and expert input, the draft vision and community strategic plan were placed on public exhibition between **12 April 2022 to 23 May 2022.**

Public exhibition of these documents is the final step in a long and thorough engagement process. The process was recognised as outstanding by the International Association of Public Participation and was award 2020 Project of the Year for Australasia.

Feedback collected through this public exhibition will help us to finalise the documents so they can be presented to Council for adoption in June 2022.

Engagement summary

From 12 April 2022 to 23 May 2022, we asked the community for feedback on our draft vision and community strategic plan.

Consultation on the plan provided an opportunity for stakeholders and the community to review and comment on the draft documents before being taken to Council for adoption.

Consultation activities included a free CityTalk, online engagement and targeted stakeholder engagement. The consultation was promoted on various social media channels.

This report outlines the community engagement activities that took place and summarises the key findings from the consultation.

Purpose of the engagement

The purpose of the engagement was to:

– gather feedback from stakeholders and the community about the draft plan

– determine the level of satisfaction with the plan

– connect back in with the participants in the engagement process on the draft plan

– meet legislative requirements for the development and adoption of our community strategic plan.

Outcomes from the engagement

407 survey and email submissions were received during the consultation. Below is a break-down of the feedback received:

- 365 online surveys from individuals and organisations
- 42 email submissions were received from individuals and organisations

List of organisations

Via email:

- Cancer Institute NSW
- Cancer Council NSW
- The Haymarket Foundation
- Friends of Ultimo
- Pyrmont Action
- Chippendale Residents Interest Group
- Coalition Caring 4 Community Centres
- Mako Architecture
- Right Angle
- CityWest Housing
- Bicycle NSW

- Action for Public Transport (NSW)
- Louder
- The Glebe Society
- Smart Design Studio
- Heartdancers
- The Good Ancestor

Via surveymonkey:

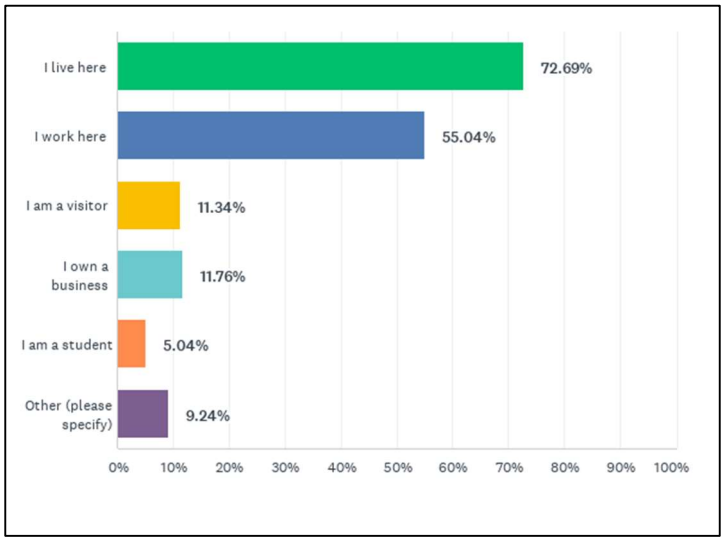
- JOC Consulting
- Heartdancers
- Neighbourhood Matters
- 107 Projects
- Digital Storytellers
- The Australian Retailers Association
- Rushcutters Bay Kayak residents
- Older Women's Network NSW
- TeamRice
- My Architects
- Domestic Violence NSW
- Shelter NSW
- Smart Design Studio

Issues raised in submissions from individuals and organisations have been captured in the submissions table.

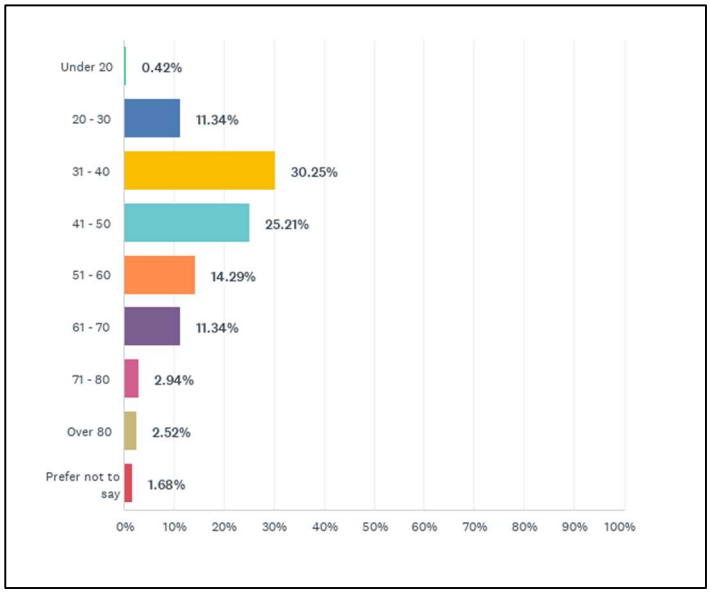
Demographic snapshot

A total of 365 people submitted a survey as part of the consultation. Below includes a demographic snapshot of the survey respondents.

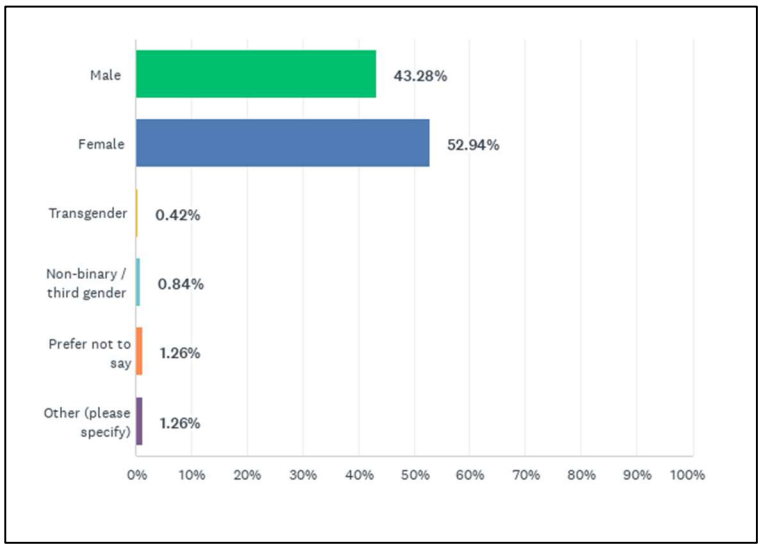
Relationship to the area



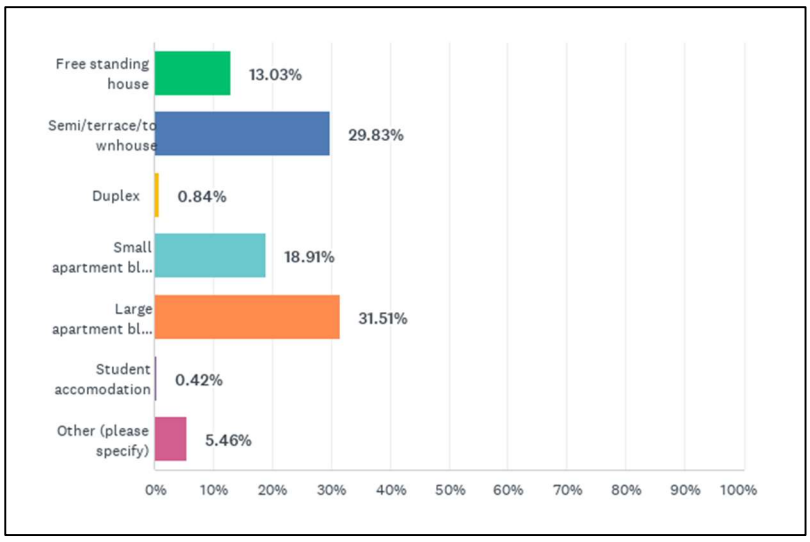
Age range



Gender



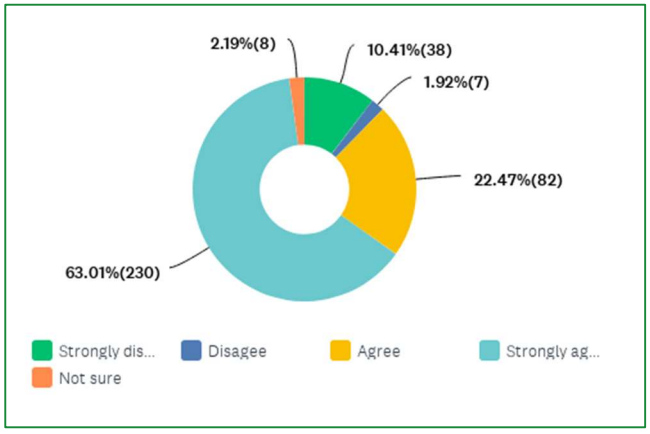
Type of property respondents live in



Key survey findings

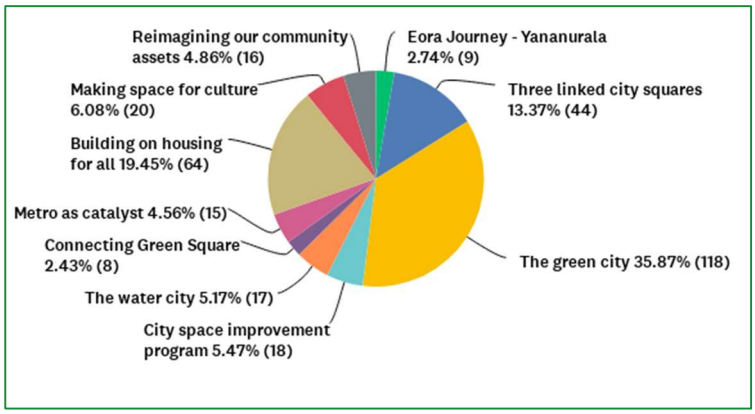
Ten strategic directions

Survey results indicate overall support for the draft vision and community strategic plan, with 85% agreeing or strongly agreeing with the 10 strategic directions set out in the vision. There were over 200 comments on the strategic directions. A full account of these is available in the next chapter.



85%
strongly agree or agree

Ten transformative project ideas



36% the green city
19% housing for all
13% three linked city squares

"These visions of the city are beautiful, imaginative and compelling. I hope they come to life. It would make me a very proud citizen of the City of Sydney."

There were 135 comments on the project ideas. Over half expressed strong support of one of more ideas. Many expressed support for all.

"I think all are so important, water city, space for culture, housing for all, while prioritising caring and designing for Country."

A green city, housing for all and three linked city squares were commented on as the most transformative or popular project ideas overall.

There was overall enthusiasm for greening the city with making Broadway a green avenue, connecting Hyde Park north and south, promoting green walls and building, planting native species and greening laneways noted in specific comments.

"The green tree canopy needs to be the fabric that connects it all together."

There was a strong theme of continuing to transform the city centre. 4 people were concerned about the expense and practicality of removing the Cahill Expressway and Circular Quay station.

"The absence of a civic heart for Sydney is something that undercuts so much else. The trams on George St have shown the potential of releasing the city from cars."

There were over 20 comments related to lack of affordable housing in Sydney, with many of these noting the importance and seriousness of the challenge.

"Stable, secure, appropriate, and affordable housing is core to the viability, inclusiveness, and innovation of cities."

There was also significant support for creating more space for people across the local neighbourhoods and supporting improvements for pedestrians and cyclists and more public transport such as the Metro. Although a small number of comments advocated for fewer cycleways, there were a much larger number of comments that called for space to be reallocated from cars to walking, cycling and greening.

"City for people NOT cars"

6 comments spoke of the importance of the Eora Journey. 7 comments called for more space for culture with some supporting the National Arts School and Taylor Square idea. 2 responses raised the need for a 24hour economy.

Ten targets to measure progress

There were 39 comments on the targets. The most commented on targets were affordable housing (13) and net zero (8). People supported these targets but hoped for more ambitious outcomes.

Target	Summary of Comments
By 2035 we will achieve net zero emissions	8 respondents wanted a more ambitious target
By 2050 there will be a minimum overall green cover of 40%	4 comments supporting the target - more trees around busy roads, a target for native trees and resident involvement were suggested
By 2030 residential potable water use will be reduced to 170 litres a person a day	1 comment on including water recycling
By 2030 there will be a 15% reduction in waste generated by each person	3 comments - reducing food waste, a more ambitious target involving the circular economy and banning plastic packaging
By 2036 there will be approximately 700,000 jobs and an increased proportion of all jobs will be secure jobs.	No comments
By 2036 there will be at least 156,000 private dwellings. 7.5% will be social housing and 7.5% will be affordable housing	13 comments supporting the target for affordable housing but raising concerns that it needs to be higher and identified specific housing needs for young people and people with disability, innovative housing models, and recognising tenure in the target. 2 comments calling for a reduction in population.
By 2036 there will be at least 40,000m2 of new cultural production floor space	2 comments that recognise the importance of culture and creative to identity, wellbeing and innovation.
By 2050 people will use public transport, walk or cycle to travel to and from work	3 supportive comments calling for more ambitious targets
By 2030 every resident will be around a 10-minute walk	2 comments supportive but would like more detail on what this means. 1 very supportive comment
By 2050 community cohesion and social interaction will have increased.	2 comments that this needs to happen quickly

General comments

There were 75 general comments. 35 of these were positive endorsements of the vision or elements of the plan. There were only 11 negative comments. Other comments included suggestions or actions. Most issues have been responded to through the strategic directions list that follows. Additional areas of feedback were:

- Less road works and slow speed limits
- Retain diversity including LGBT communities
- Support fine grain, high streets and nightlife
- Affordable housing for women
- Strategies to counter gentrification
- Solar on strata units
- The importance of tourism and being the gateway to Australia
- Telling the narrative of Sydney as a place to live
- Policies that allow the community to organise local projects eg footpath gardens
- Addressing the negative impact of Central Barangaroo
- Kayak storage
- Road safety for cyclists, pedestrians and motorists
- Shade protection from UV
- Non-smoking outdoor precincts

Subjects/issues raised

Responses to the 10 directions

Several subjects/topics were raised in the feedback received. These were presented as concerns, suggestions and/or requests and are summarised below.

Overarching	Total times raised	City of Sydney Response
Positive general comment	21	Noted
We are on Country: this should be the starting point. Acknowledge and learn from traditional owners ad knowledge holders	3	Agreed: See principle 1, project idea Yananurala and outcomes embedded throughout the strategic directions
All directions equally important	1	Noted
Too many goals.	1	Noted
Include the word 'safe' in one of the 10 Directions	1	Included in the overarching outcome of Direction 3 and Direction 7.5
What makes our city good for all is highly contestable	1	The plan is based on extensive community consultation
Direction 1: Good governance and stewardship	**Total times raised**	**City of Sydney Response**
Concern about implementation - cost and planning	3	Noted: The operational plan and budget addresses the implementation of the Community Strategic Plan
Lacks the leadership or vision for a world class city	1	Noted
City of Sydney needs to collaborate more actively with neighbouring councils	1	Identified in Direction 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney
Suggestion for children's advisory group	1	Noted. The City outlines our approach to engagement with children and young people in the Community Engagement Strategy

Direction 2: A leading environmental performer	Total times raised	City of Sydney Response
Greening and cooling the City		
General support for being a leading environmental performer	3	Noted
More greening of the city including green walls and roofs, increased canopy	10	Identified in Direction 2 and actions outlined in the Greening Sydney Strategy
More places to grow local food and support for community gardens	4	Identified in Direction 6 and supported by actions in the Greening Sydney Strategy and the community gardens policy
Urban bush corridors to help biodiversity with vegetation cover, pollinator attracting planting and water	3	Identified in Direction 2.2 - Nature is integrated with the urban landscape, providing wildlife habitat, and supporting healthy ecosystems and embedded in the idea of a regenerative city.
Water to cool play areas and for animals	2	Identified in Direction 2.3 Water is managed to support a resilient, sustainable, and liveable city
Plant more native species	1	Addressed in the Urban Forest and tree management framework
Importance of maintaining mature trees	1	Noted: Addressed in the Urban Forest Strategy and tree management framework
Swimming pools on the harbour	1	Noted – see project idea
More shade	1	Noted
The long-term preservation of public parks from urban development	1	Agreed – see project idea
Sustainability		
More action to address climate change	5	Noted. The City has declared a climate emergency and has detailed its plans to act in the Environmental Strategy 2021 -2025.
Encourage composting	2	Noted
Reduce noise pollution by converting to electric machines	1	Noted
Apartment complexes have solar panels and rainwater catchment areas	1	Noted – the City supports apartment buildings to deliver environmental

		improvements through its Smart Green Apartments Program
PassivHaus certification play a prominent role in achieving the objectives of leading environmental performer and design excellence and sustainable development.	1	Noted
A city powered by clean energy	1	Noted
Upgrade the electricity grid so that it can support electric vehicle charging stations in apartment complexes	1	Noted – the electricity grid is not within the jurisdiction of local government
Direction 3: Public places for all	**Total times raised**	**City of Sydney Response**
Support for public places for all	2	Noted
No graffiti	1	Noted
Enable the public to have a say in how public space is designed	1	Noted – see the City's Community Engagement Strategy.
Suggestion of public toilets for use at public events only (ie. not 24 hours), free live music and circus style acts	1	Public toilets at parks that include facilities that encourage longer stays such as sports fields and district playgrounds are essential to ensure equitable access and enjoyment of our public spaces.
Reimaging spaces like Paddington Park is a waste of money, Invest in new spaces.	1	Upgrading existing public spaces is important to maximise community benefit. Buying new open space is limited due to availability and cost.
Direction 4: Design excellence and sustainable development	**Total times raised**	**City of Sydney Response**
Design excellence is important	1	Noted
Connecting with Country principals and designing for Country prioritised.	1	Identified in Direction outcomes for 4.1 and also principle 1: We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples
Need for good architecture, interactivity and enable communities to have a say	1	Noted. See City's Community Engagement Strategy
Comment that good design is not measurable	1	Design is improved through competitive design process and expert advice

Need to encourage and utilise young designers who understand the latest technology advancements in design	1	Competitive design policy requires inclusion of emerging firms
Need better sense of 'precincts' to connect people to place.	1	The Local Strategic Planning Statement identifies precincts for planning investigations. The planning controls include character statements and principles for small precincts.
Encourage property owners to maintain their buildings.	1	Councils do not have the powers to require building owners to maintain buildings.
Development		
Negative impacts from large-scale developments and developers (undermine other strategic directions)	1	The City's planning controls guide the assessment and management of impacts arising from development.
Tall buildings are creating shadowed, wind-blown streets that have lost human scale	2	The Central Sydney Planning Strategy sets benchmarks for wind impacts and daylight to streets.
More buildings	1	Noted
Better protection for historic and outstanding buildings.	1	The City currently lists about 2,000 heritage items and has 75 conservation areas covering about 22,000 buildings.
Would like to see social impact of commercial developed assessed more	1	The City typically considers social impacts when master planning large precincts.
Need to address traffic impacts from development in Zetland	1	Noted. The City is connecting Zetland with cycleways and advocating for additional public transport including Metro by 2030 and cross-regional bus services.
Direction 5: A city for walking, cycling and public transport	**Total times raised**	**City of Sydney Response**
Support for walking, cycling and public transport	10	Noted
Cars are still needed (accessibility, delivery, lack of public transport)	5	Agree. The City is advocating for improved public transport. Removing unnecessary private vehicle traffic will create more space for freight and servicing. The City also recognises that many people will still need access to a motor vehicle for some of their trips

Reallocate road space away from private cars to pedestrians	4	Agree
Need better crossing opportunities so we can walk around the City more easily such as smart lights that give priority to pedestrians and diagonal crossings	4	Agree, the City is advocating to NSW to reduce waiting times for people walking. Scramble (scramble) crossings are one option for improved priority.
Walking and cycling should consider the accessibility needs of people with mobility issues / wheelchair users	2	Agree – part of City's approach
Concern that pedestrianisation (eg George Street) and widening of footpaths is causing traffic congestion	2	In busy centres, like the city centre, up to 90% of trips are made on foot. Widening footpaths in these locations responds to the overall pattern of trip making.
A city that is free from vehicle pollution (cars, old buses, trucks)	1	Aligns with Net Zero by 2035, enabled by the city for walking, cycling and public transport.
Footbaths need to be shaded and not slippery	1	Noted
Safe ways home at night that don't rely on Uber/ taxis.	1	Agree
Request to fix roads and potholes	2	Noted – provide details to City Services
Comments on public transport signalling, routes and digital signboards	1	Agree, NSW Government should continue to improve the experience for people using public transport.
Cycleways		
Support for more cycleways	4	Underway
Safety concern over cycleways and/or cyclist behaviour (eg. not using bike lanes, follow road rules)	4	The City focusses on educating all road users on safe and sharing behaviours, recognising that the NSW Government is responsible for enforcing rules.
Concern on the negative effects of bike lanes on parking, safe driving and traffic	2	Cycleways provide safe and equitable space for the increasing number of City residents, workers and students who are keen to ride. They keep bicycle riders safe from vehicle drivers, and improve the efficiency of the road network.
Too much money spent on cycling	1	Do not agree. Cycling is a key space-efficient, low cost and zero emissions form of transport.

Shared pedestrian/cycle paths don't work	1	The City's preference is to provide separated facilities for people riding bicycles. Shared paths are used as a last resort.
Direction 6: An equitable and inclusive city	**Total times raised**	**City of Sydney Response**
Support for an equitable and inclusive city	2	Noted
Objectives about social inclusion/equity could be more strongly expressed and listed higher within the 10 priorities.	1	Noted
Suggestion for friendly urban design, street furniture etc. for rough sleepers	1	Noted – see City's Homelessness Action Plan
Cost of amenities and facilities in Sydney is an issue (eg. street parking fees, carpark fees, museum entry fee)	1	Noted
Suggestion for some dog-free parks	1	Noted – The Companion Animal Act requires dogs to be on leads at all times except in off-leash areas. Dogs are not permitted in children's playgrounds.
Pets should be included in vision	1	Noted
Concern regarding Pyrmont Community Centre temporary closure	1	Noted
Direction 7: Resilient and diverse communities	**Total times raised**	**City of Sydney Response**
Request for more support on community-based initiatives such as community gardens, composting and repairs	1	Noted
A precinct plan that scales the city down to daily life can be a powerful tool to hold a CBD community together, particularly in times of change and stress, such as the impacts of the Covid pandemic on city & suburban life.	1	Noted
Lacking any reference to age care	1	Noted
Direction 8: A thriving cultural and creative life	**Total times raised**	**City of Sydney Response**
Support for a thriving cultural and creative life	4	

Creatives can't afford to live here anymore	1	The support for Making Space for Culture in Sydney in these responses is noted. See big project idea and new target.
More studio spaces for arts, music, culture, learning- a central people, culture and business district.	1	
Make space for art - inside and outside, make links to commercial enterprise for artists but don't spend (much) public money on public art.	1	
A thriving cultural nightlife is important	4	Agreed
Suggestion for music events to be held in green outdoor spaces	1	Noted
New technology and innovation are needed in the arts	1	Noted
Lack of information on what the entertainment and cultural will be	1	Noted
This direction is at odds with Housing for All. Kings Cross - continual closure of live music spaces due to noise complaints	1	Noted
Direction 9: Transformed and innovative economy	**Total times raised**	**City of Sydney Response**
Support for transformed and innovative economy	1	Noted
Need clearer strategy on how to revive the economic hubs	1	Noted: The City is reviewing our Economic Development Strategy and has a new panel to advise on this
Needs of small/medium business need to be addressed	1	Noted
No UN "SMART" Cities for Australians	1	Noted
Lack of real projects especially the night-time economy	1	Noted
Tourism is an important - make an inviting and unique place for the visiting economy	1	Agreed
Sydney as a centre of world class workplaces	1	Agreed
Bitcoin as part of the power grid	1	Noted

Direction 10: Housing for all	Total times raised	City of Sydney Response
Support importance of affordable housing	7	Noted
Calls to look at alternative approaches: - cohousing - reassess use of vacant commercial buildings. - Housing with buy-in options for low income workers and young families - Community land trusts - Vacancy tax	5	Noted
Concern for affordability for low income workers	2	Noted – see project idea
Concern over how this will be achieved	1	Noted
Highrise buildings should include a percentage of affordable housing	1	Noted
Location and access to transport for social housing	1	Noted

Activities

Engagement and marketing activities

Sydney Your Say webpage and survey

A Sydney Your Say webpage was created. The page included a summary of the strategic directions and targets as well as a photo gallery of the project ideas. Both documents, Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan were available. There was also a summary of the community engagement outcomes that informed the vision and plan and links to the engagement reports and CityTalks video. Community members were invited to provide feedback via a short survey, email or phone. There were 6,862 unique pageviews of the Sydney Your Say page.

CityTalk – Sustainable Sydney 2030-2050 Continuing the vision

A CityTalk held in Sydney Town Hall on 5 April featuring the Lord Mayor and the Mayor of London Sadiq Khan in conversation. It was attended by over 1,000 people.

Patricia Karvelas hosted a panel discussion with

- **The Hon Matt Kean MP** - NSW Treasurer, and Minister for Energy.
- **Ken Maher AO -** HASSELL Fellow & President Australian Sustainable Built Environment Council
- **Emily McDaniel** – Director First Nations, Powerhouse Museum and Curator, City of Sydney Harbour Walk, Yananurala/ Eora Journey
- **Ronni Kahn AO** – CEO of OzHarvest
- **Nicki Hutley** – Councillor, Climate Council, Economics Consultant, Social Outcomes
- **Gabriel Metcalf** - CEO of Committee for Sydney



CityTalk– Sustainable Sydney 2030-2050 Continuing the vision
Image Aby Felman / City of Sydney

Briefings

The draft plan was presented to the Design Advisory Panel; Public Art Advisory Panel; Aboriginal and Torres Strait Advisory Panel and Inclusion (Disability) Advisory Panel. Briefings were provided to community groups and stakeholders as requested.

Email newsletters to stakeholders

Sent to over 30,000 including subscribers to Sydney Your Say, CityTalks and various City News newsletters.

Media

43 media items over 26 days. Summary of media activity can be found in Appendix C.

Digital marketing

A digital marketing campaign was rolled out to promote and support the consultation reaching 68,288 people. Screenshots of marketing can be found in Appendix B.

City channels

- Stories in City News and Our News
- Ads across City of Sydney platforms eg What's On to raise awareness of the consultation
- 6 of our new QMS screens went online in mid-May and this consultation was one of the first pieces of content to ever be shown on them.

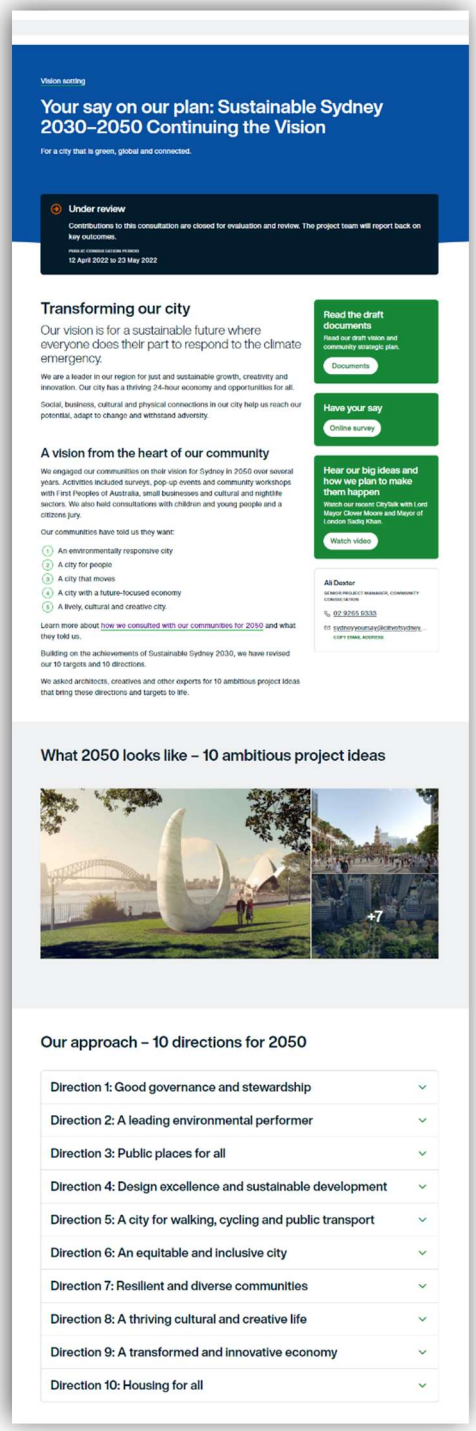
Paid marketing

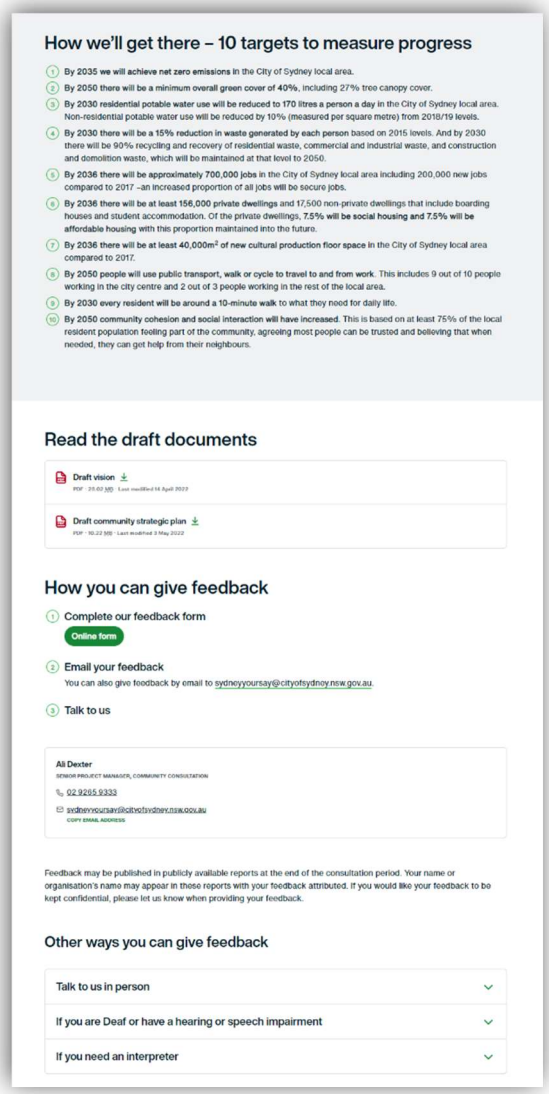
- Live read on Koori Radio
- Native ads across news networks including news.com.au
- Story ads across Instagram and Facebook.

Appendix

Appendix A: website

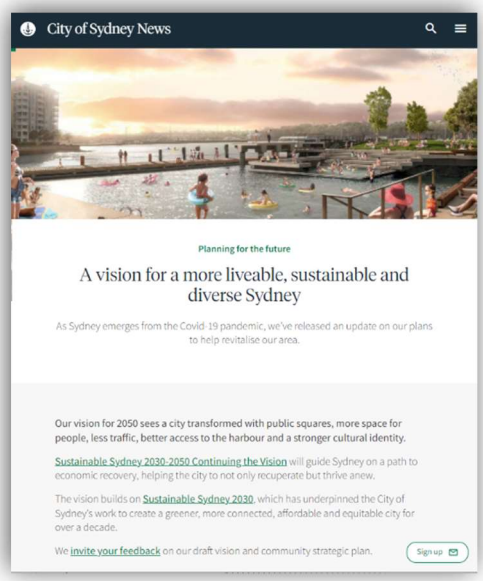
Screenshot of website cityofsydney.nsw.gov.au/vision-setting/your-say-our-plan-sustainable-sydney-2030-2050





Appendix B: examples of paid and native marketing

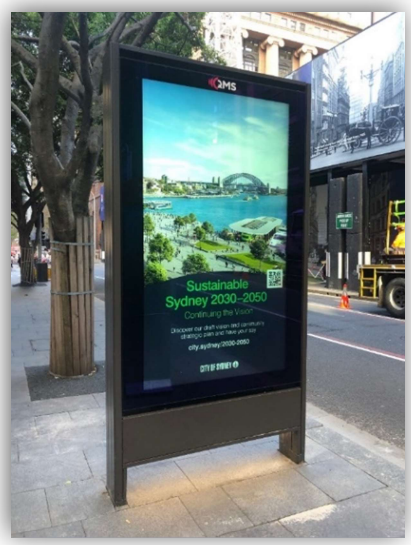
City of Sydney News article:

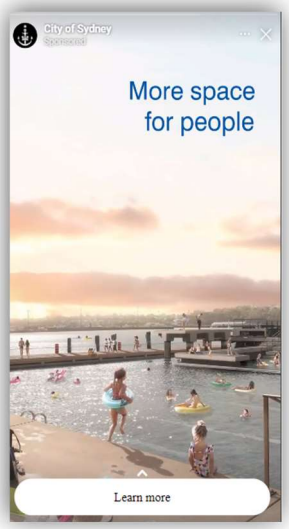


Instagram gallery explainer:



Large format advertising in central Sydney locations and social media ads:







Appendix C: media coverage report

Media types: Print Online TV Radio Magazine

Summary

NB - this mention stream does NOT include print stories on the 'Making Space for Culture' project that ran in The Sun-Herald, Brisbane Times, The Age and WA Today on 3 April.

Coverage by Media Type

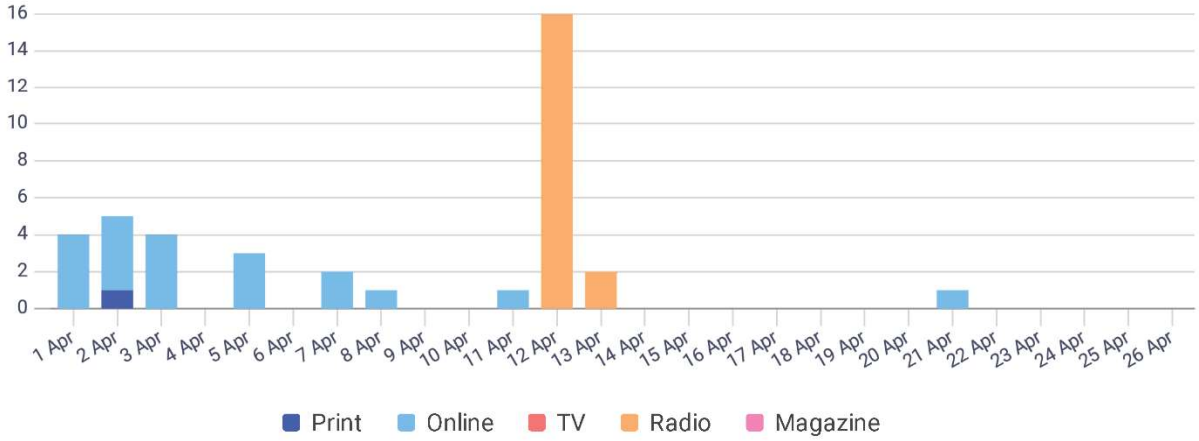
Total mentions by media type over the selected coverage period.



Coverage Volume Timeline

39 items over 26 days

A breakdown of mentions by media type displayed over the selected coverage period.



Report compiled by Streem | 1300 731 370 | streem.com.au

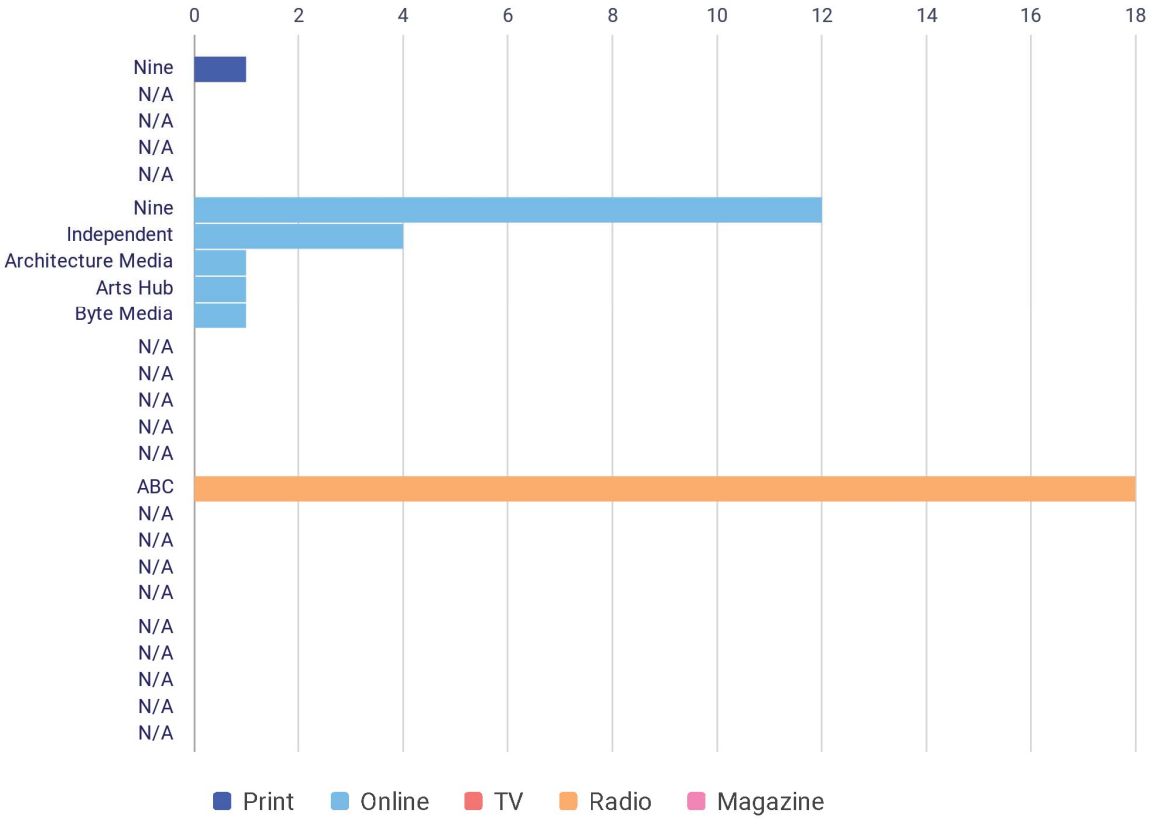
Copyright Streem Pty Ltd 2022. The brands, logos and markers of the publications and broadcasters compiled in this report remain the legal property of their respective owners and do not imply endorsement of the product. Every effort is made to ensure accuracy of the content displayed in this report, however Streem is not responsible for any omissions contained within the report. It is your responsibility to verify the content before relying on it. The report is provided on the understanding that neither Streem nor the publishers or broadcasters hold themselves out as providing legal, accounting, tax or other professional advice. Audience data outputs are determined via an aggregation of multiple sources including Nielsen, GFK, EMMA and Oztam and reflect the estimated potential audience at the time of publication.

Streem

From 01 Apr 2022 - 26 Apr 2022

Leading Media Outlets

Top 5 Media Groups over the selected coverage period.



Themes

The most frequently mentioned keywords found within the Mention Stream. Font size indicates the frequency of the keyword by volume.



Copyright Streem Pty Ltd 2022. The brands, logos and markers of the publications and broadcasters compiled in this report remain the legal property of their respective owners and do not imply endorsement of the product. Every effort is made to ensure accuracy of the content displayed in this report, however Streem is not responsible for any omissions contained within the report. It is your responsibility to verify the content before relying on it. The report is provided on the understanding that neither Streem nor the publishers or broadcasters hold themselves out as providing legal, accounting, tax or other professional advice. Audience data outputs are determined via an aggregation of multiple sources including Nielsen, GFK, EMMA and Oztam and reflect the estimated potential audience at the time of publication.

From 01 Apr 2022 - 26 Apr 2022

Leading Print Sources

Top 5 Print sources ranked by volume of mentions

#1	The Sydney Morning Herald	1
#2	N/A	
#3	N/A	
#4	N/A	
#5	N/A	

Leading Online Sources

Top 5 Online sources ranked by volume of mentions

#1	Brisbane Times	3
#1	The Age	3
#1	The Sydney Morning Herald	3
#1	WA Today	3
#5	Architecture AU	1

Leading TV Programs

Top 5 TV programs ranked by volume of mentions

We couldn't find any data to display

Leading Radio Programs

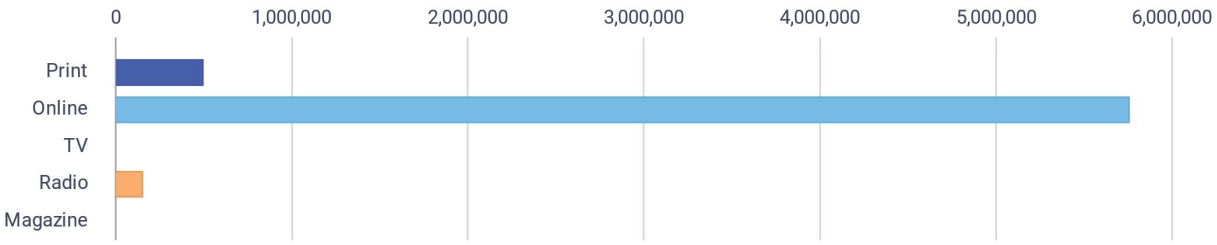
Top 5 Radio programs ranked by volume of mentions

#1	ABC Canberra	4
#1	ABC Central Coast	4
#1	ABC Sydney	4
#4	ABC Newcastle	3
#4	ABC Upper Hunter	3

Potential Audience Reach

6,415,000 over 26 days

Cumulative potential audience reach by media type for the selected coverage period.



Copyright Streem Pty Ltd 2022. The brands, logos and markers of the publications and broadcasters compiled in this report remain the legal property of their respective owners and do not imply endorsement of the product. Every effort is made to ensure accuracy of the content displayed in this report, however Streem is not responsible for any omissions contained within the report. It is your responsibility to verify the content before relying on it. The report is provided on the understanding that neither Streem nor the publishers or broadcasters hold themselves out as providing legal, accounting, tax or other professional advice. Audience data outputs are determined via an aggregation of multiple sources including Nielsen, GFK, EMMA and Oztam and reflect the estimated potential audience at the time of publication.

Attachment H

Register of Proposed Changes
Fees and Charges 2022/23

Minor Amendments to Schedule of Fees and Charges for 2022/23 for Adoption

No	Page of Schedule	Type of Fee	Fee Description	Proposed Fee (per Exhibition version)	Proposed Fee (for Adoption)	Description of Change
1	7	Strata Title Subdivision (Strata Scheme Acts)	Re-execution of Strata Plan	-	-	Changed **wording only -** to reflect minimum fee of $80.00 per sheet, for five sheets - updated from '$340.00' to $400.00'.
2	7	Land Subdivision Certificate - EP&A Act 1979	Re-execution of Subdivision Plan	-	-	Changed **wording only** - to reflect minimum fee of $80.00 per sheet, for five sheets - updated from '$340.00' to $400.00'.
3	4	MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56(1)	Application - change of use (no building works) (Item 4.2)	$142.50	Fee	Changed **fee amount** - (b) Application - change of use (no building works) (Item 4.2) from '$142.50' to 'Fee'.
4	6	Advertising / Notification fees for Development Applications	Advertising / Notification fees for Development Applications over $10M	-	-	Changed **wording only** - from 'Advertising…' to Notification or Advertising…', to better reflect scope of fee
5	23	Companion Animal Registration	Registration Fee - Cat (not desexed)	Not included	59.00	**Addition of legislated fee.**
6	23	Companion Animal Registration	Entire Animal - not desexed on veterinary recommendation	Not included	69.00 (dog) 59.00 (cat)	**Addition of missing legislated fees.** OLG provides for the base fees of $69.00 for a dog and $59.00 for a cat to apply to companion animals not desexed on veterinary recommendation. These fees have not previously been disclosed in the Schedule. Now added, along with a note/comment specifying that a letter from the veterinarian is required to be eligible for the base fee.
7	23	Companion Animal Registration	Reduced Fees for Eligible Pensioners	-	-	**Addition of comment, and revised description.** OLG provides for a reduced fee of $29.00 (for both dogs and cats) to be charged to eligible pensioners for registration of companion animals. Under City policy, if companion animals are desexed, pensioners are able to register one companion animal for free, and additional animals may be registered for $10.00 each. City Rangers have confirmed that this concession is also available for companion animals not desexed on veterinary recommendation. A comment/note has been added to outline that the City's pricing policy of reduced fees for eligible pensioners also applies in the case of the veterinary recommendation for exemption from de-sexing. The fee descriptions have also been changed to delete 'Desexed Animal'' - they now read 'First Animal' and 'Additional Animal' respectively.
8	23	Companion Animal Registration	Various	Various	Various	**Updated fee amounts (legislative) - minor increases**
			Subsidised Cat Desexing (male/female)	52.00	52.00	

Minor Amendments to Schedule of Fees and Charges for 2022/23 for Adoption

No	Page of Schedule	Type of Fee	Fee Description	Proposed Fee (per Exhibition version)	Proposed Fee (for Adoption)	Description of Change
9	24	Companion Animal Registration	Subsidised Dog Desexing (male)	135.00	139.05	Increase of **fee amounts** - subsidised de-sexing fees for pensioners, and health card holders.
			Subsidised Dog Desexing (bitch)	185.00	190.55	
10	23-24	Companion Animal Registration	Subsidised Desexing	-	-	**Relocation of subgroup of fees** (from page 23 to page 24)
11	38	Road Opening Permits	Establishment fee	166.10	151.00	**Fee amount** adjusted to $151.00. Fee shown as $166.10 (ie: $151.00 plus GST). Fee is GST exempt.
12	42	Restoration Charges (works performed by Council)	Supply of Kerbstones	-	-	Updated **unit of measure** for supply of kerb stones, for consistency among 5 types-sandstone and bluestone shown as 'per m' (metre); all should be 'per lm' (linear metre)
13	46	Car Share Parking Permits	Replacement Annual Car Share Permit	Not included	29.00	**Addition of fee amount;** in 2021/22, fee set at $28.00
			Parking Space Levy (Recovery of Council costs)	-	Fee	**Changed fee amount -** amount of fee dependent on costs incurred by Council.
			Car Share Annual Permit Fee	Not included	182.00	**Addition of fee amount; i**n 2021/22, fee set at $178.50.
14	48	Replacement Business Parking Permits	Very Low Environmental Impact	25.00	16.00	**Revision/realignment of fee amounts**.
			Low Environmental Impact	25.00	23.00	
			Standard Fee - Medium Environmental Impact	25.00	29.00	
			High Environmental Impact	25.00	56.00	
15	48	Resident Visitor Parking Permits	Resident Visitor Parking Permits - one (standard)	2.50	2.00	Changed **fee amount** - fee originally rounded up to $2.50; reverted to $2.00, as part of correction of alignment of fees
			Resident Visitor Parking Permits (Zone A Permit)	20.00 61.00 81.00	20.00 60.00 80.00	Changed **fee amount** - allocations of 10, 30 and 40 permits.
			Resident Visitor Parking Permits (Zone B Permit)	41.00 81.00 122.00	40.00 80.00 120.00	Changed **fee amount** - allocations of 20, 40 and 60 permits.
			Resident Visitor Parking Permits (Zone B Permit)	-	-	Change of **wording** re unit of measure for pensioner permits, for consistency; from 'p.a./allocation' to 'p.a/allotment'
16	59	Community Hall Hire (Community Centres)	Voluntary Support Services	N/A	0.00 - 15.00	**New fee,** with a $0.00 to $15.00 range. They are charities that provide direct support vulnerable groups. Potentially applicable to other centres - as specified
17	65	Recreation / Community Centres (Ultimo Community Centre)	Venue Hire - Courtyard	-	-	Updated **unit of measure** -from 'per hour' to 'per area, per hour'.