

Relevant Information for Council

FILE: S122357 **DATE:** 24 June 2022

TO: Lord Mayor and Councillors

FROM: Bill Carter, Chief Financial Officer

THROUGH: Monica Barone, Chief Executive Officer

SUBJECT: Information Relevant To Item 6.2 – Integrated Planning and Reporting Program and Budget 2022/23 - Adoption

Alternative Recommendation

It be 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 Rating Structure 1, as exhibited within the Operational Plan 2022/23, which is incorporated within the base case of our financial schedules, and aligns to 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.

Purpose

To provide updated information relevant to the adoption of the Integrated Planning and Reporting Program and Budget 2022/23.

Background

At the meeting of the Corporate, Finance, Properties and Tenders Committee on 20 June 2022, the Committee was asked to note that the City was awaiting determination of its application to the Independent Pricing and Regulatory Tribunal (IPART) for a 2.5 per cent permanent special rate variation for 2022/23 and beyond.

The Draft Operational Plan exhibited two options of rating structures for Council adoption, with Rating Structure 1 reflected the City's intention to adopt a 2.5 per cent general rate increase, subject to IPART's approval of its special rate variation application.

On Monday 20 June 2022, IPART published its determination to approve 86 councils' applications for special rate variations, including the City's application for a permanent increase of 2.5 per cent from 2022/23, in line with our long term financial plans. IPART's decision is found at Attachment A.

The recommended rating structure, by category, is set out below:

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

Council should note that approval of the 2.5 per cent general rate increase, subject to IPART's determination, was included in the "base case" as shown in the City's financial schedules in the Operational Plan 2022/23, the Delivery Program 2022-2026 and the Resourcing Strategy 2022 (including the Long Term Financial Plan). The published versions of these draft documents, will now remove that degree of uncertainty, and for clarity the financial schedules for adoption are provided at Attachment B.

Matters raised by speakers

At the meeting of the Corporate Finance, Properties and Tenders Committee on 20 June 2022, four speakers also asked Council to consider a number of issues in relation to the IP&R documents. A summary of the issues raised by the speakers and the City's responses are as follows:

Michael Mobbs raised issues related to the climate emergency and business as usual activities related to carbon emissions. Responses to issues raised can be found in Attachment F to the Council papers from page 31 (reference number 9).

Elizabeth Elenius (Pymont Action) raised issues relating to the City's properties portfolio, in particular a site at Wattle Street / Wattle Crescent, leasing of community facilities to commercial entities, staffing of community facilities, processes for booking community facilities, Abraham Mott centre and the Maybanke site. Responses to issues raised can be found in Attachment F to the Council papers on pages 10-11 (reference number 25) and 33-37 (reference number 12).

Mary Mortimer (Friends of Pymont Community Centre) raised issues relating to social cohesion, fees and charges for use of community facilities, processes for applying to use community facilities, liability insurance and a proposal to move activities from Glebe to Tramsheds. Responses to issues raised (including Ms Mortimer's request for the City to consider streamlining the process for fee waivers and insurance cover) can be found in Attachment F to the Council papers on page 33 (reference number 11).

Lesley Bentley (Pymont Peninsular Public Transport Forum) did not provide a submission about the IP&R documents during the exhibition period but addressed Council directly at the Committee meeting. Subsequent to the Council Committee meeting Ms Bentley has provided further correspondence to the City which staff will respond to in due course. Ms Bentley raised the following issues: improved reliability of the 389-bus service; bus stops in York Street (near the former King Street stop); bus stop in Murray Street (closer to the ferry and at the Light Rail Stop); new bus service to link in with Broadway shopping centre and the new Sydney fish market; and, return of the F10 ferry stop to Pirrama Park.

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. The City supports the NSW Government providing bus connections that meet the needs of everyone, including older people. Consistent with advice provided to other stakeholders, the City 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. City staff will respond directly to Ms Bentley providing information on how to provide feedback to Transport for NSW in relation to bus and ferry services.

Community Centres

At the 20 June 2022 Committee meeting, City staff were also requested to consider, and provide background information to Council relating to the potential for a full fee waiver for 12 months for not-for-profit organisations, and resident and community group usage of community centres, to aid in the community's recovery post the pandemic. Information was requested to also address the issue of insurance cover and staffing of centres to assist community groups.

If Council approves the full fee waiver for venue hire for all not-for-profit organisations and community group bookings, it will cost the City approximately \$475,000 for 12 months. The City currently waives approximately \$260,000 in community venue hire fees via the grants program, and therefore offering a full fee waiver to all not-for-profit organisations and community group bookings would increase this amount by \$215,000.

If Council approves the full fee waiver for Public Liability Insurance for all community group bookings, as not-for-profit organisations have their own insurance, it will cost the City approximately \$10,000 for 12 months. The City currently waives approximately \$3,000 in Public Liability Insurance fees, and therefore offering a full fee waiver to all community group bookings would increase this amount by \$7,000.

Hirers of our community facilities are currently required to complete a hire agreement, and provide Public Liability Insurance, or apply for cover under the City's policy. They can also apply for a Community Venue Hire Support grant if required. There is a project underway to consider how we can improve and streamline these processes through an online booking system. While this is progressing, the application form has been simplified and oral applications are being trialled for community groups who need additional support.

If a full fee waiver for venue hire fees and Public Liability Insurance were offered to not-for-profit organisations and community groups, these documents are still required to ensure the City knows who is using the facility, what activities are being undertaken, ensure eligibility for reductions or fee waivers, ensure that all hirers understand the terms and conditions of use and that risk and liability is adequately managed. This information is required under the terms of the City's relevant insurance policy.

Many organisations, including government agencies, currently use our facilities to deliver community programs, community meetings and elections. These are all valuable services provided by agencies who are required to pay the community rate.

Community Venue Hire Support grants are assessed on individual merit and consideration of the financial position of the applicant with demonstrated benefit for the community in line with the Grants and Sponsorship Policy. This application process allows a fair and equitable process based on need.

It is recommended that the City continue to provide fee waivers through the Community Venue Hire Support grants to community groups and organisations based on demonstrated benefit to the community and financial hardship, as well as fee waivers for Public Liability Insurance on application where the activity being undertaken is low risk and the fee would contribute to financial hardship. Staff will continue to improve and simplify processes as much as possible.

Millers Point

There are three community facilities operated by the City in Millers Point. The Abraham Mott Hall, Harry Jensen Community Centre and Abraham Mott Community Space are all available to the community through venue hire while the longer-term operational model is being considered.

Six venue support grants to waive fees to the value of \$45,523 are in place to provide over 30 hours a week access to these facilities for activities delivered by community groups based in Millers Point in 2022/23.

Maybanke Recreation Centre

Facilities at Maybanke Recreation Centre have been refreshed in preparation for an increase in utilisation while Pyrmont Community Centre is being upgraded. This has included pressure cleaning, roof and gutter cleaning, repair of roof tiles, mould treatment and painting, NBN connection, disposal of disused items and a detailed clean.

Joynton Avenue Creative Centre

The Joynton Avenue Creative Centre (the Centre), previously known as the Esme Cahill building, is a former hospital building within the South Sydney Hospital site, Zetland. This heritage significant building underwent significant construction works to transform it from a former nurses quarters in to a multi-purpose creative centre which opened in mid-2018.

The adaptive re-use included re-purposing the former nurses accommodation in to numerous small creative offices, the creation of some indoor spaces for small groups and a large undercover outdoor area made available for events, workshops, and general community use. Due to the heritage significance there is also a number of limitations to the building which means it is not suitable as an open space community centre, instead small spaces available for creative office space.

The Centre is operated and managed by an independent not for profit creative organisation 107 Projects (107). 107 manages the day-to-day operations and activations of the site including the management of a variety of offices and spaces to creative workers and micro-creative businesses with subsidised rent.

107 provide a program of creative participation opportunities for the local community and creative sector from the centre including jewellery courses, community yoga and music classes, live music events in partnership with Sydney Improvised Music and Association, exhibitions, workshops and community focused events.

107 make available numerous spaces at the centre for the community to hire and invite the community into the centre to work, study, use the Wi-Fi, read a book, or just have some extra space to play from 11am to 5pm from Wednesday to Saturday each week.

Memo from Bill Carter, Chief Financial Officer and Emma Rigney, Director City Life

Prepared by: CFO and City Life Managers

Attachments

Attachment A. IPART Determination of Special Rate Variation for 2022/23

Attachment B. Financial Schedules as Presented in the Delivery Program 2022-26, Operational Plan 2022/23 and Resourcing Strategy (Long Term Financial Plan)

Approved

A handwritten signature in black ink, appearing to read 'P. M. Barone', with a long horizontal flourish extending to the right.

MONICA BARONE

Chief Executive Officer

Attachment A

**IPART Determination of Special Rate
Variation for 2022/23**

City of Sydney Council Additional Special Variation

20 June 2022

Our decision

City of Sydney Council applied for a permanent Additional Special Variation (ASV) for a percentage increase in its general income of 2.5% in 2022-23. The rate peg for City of Sydney Council in 2022-23 was set at 1.4%. The council budgeted for a 2022-23 increase of 2.5%.

We have assessed this application against the three criteria set by the Office of Local Government (OLG). We found that City of Sydney Council's ASV application fully met all assessment criteria.



We have approved City of Sydney Council's application for a permanent 2.5% Additional Special Variation in 2022-23 (including the rate peg). Our decision means the council can increase its general income by 2.5% in 2022-23 and permanently keep this additional income in its rate base.

Table 1 Approved ASV – City of Sydney Council

	2022-23
Increase above the rate peg – permanent	1.1%
Rate peg	1.4%
Total increase	2.5%

Our decision means the council can increase income by 1.1% above the rate peg. We estimate this to be around \$3.51 million in additional income in 2022-23 which it can keep in its rate base going forward. This allows the council an extra \$18.4 million over the next 5 years. The impact on rates from this ASV may be different for individual ratepayers and across different ratepayer categories. The ASV represents an allowed increase in general permissible income, the council decides how it collects that income from ratepayers.

The ASV process

On 6 April 2022 the OLG announced guidelines for the Additional Special Variations (ASV) process for 2022-23 under [circular 22-07](#) (ASV guidelines). IPART has assessed applications from NSW councils for an ASV against the ASV guidelines.

The council planned for a 2.5% increase in income

Assessment criterion 1: *The application amount is not higher than the lesser of 2.5% or the council's assumed 2022-23 rate peg (including population factor) in its 2021-22 Integrated Planning and Reporting (IP&R) documentation.*

City of Sydney Council's 2021-22 Long Term Financial Plan (LTFP) as part of its IP&R documentation budgeted a 2022-23 rate peg of 2.5% which matches City of Sydney Council's ASV application for 2.5% in 2022-23.



The increase the council applied for matches the increase in income it budgeted in its planning documents.

Council supports the proposed increase in income

Assessment criterion 2: *The council must have made a resolution which clearly states:*

- *that the council has resolved to apply for the special variation under section 508(2) of the Local Government Act 1993 (the Act)*
- *whether the resolution is for a temporary or permanent special variation under section 508(2) of the Act*
- *the additional income that council will receive if the special variation is approved, and*
- *why the special variation is required*
- *that the council has considered the impact on ratepayers and the community in 2022-23 and, if permanent, in future years if the special variation is approved and considers that it is reasonable.*

City of Sydney Council resolved on 11 April 2022 to apply for a permanent special variation under section 508(2) of the Act. The council estimated it would receive around \$3.50 million of additional income in 2022-23.^a The council stated that the special variation is required to ensure that City of Sydney Council to meet the obligations set for 2022-23 and in future years. The council stated that it considered the impact on ratepayers and the community to be reasonable.



The council resolved to apply to increase its income by 1.1% above the rate peg or by \$3.50 million in 2022-23. It explained the reasons why the ASV is required, and the council considers the impact on ratepayers to be reasonable.

^a The council has estimated the amount of additional income it can collect, and this estimate may be different to the actual amount collected.

The council demonstrated financial need

Assessment criterion 3: *The council's 2021-22 IP&R documentation forecast an average Operating Performance Ratio (OPR) of 2.0% or lower over 2022-23 to 2026-27 or it has provided other evidence of need. For example, but not limited to that the council needs to maintain a higher OPR so it can meet its capital funding requirements.*

The OLG describes the OPR as measuring how well local councils contain expenses within revenue.^b The OPR represents what portion of a council's revenue is remaining after expenses. A positive OPR represents a surplus in income and a negative OPR represents a shortfall in income.

City of Sydney Council's 2021-22 LTFP forecast an average OPR of 2.7% over 2022-23 to 2026-27. This forecast is above the 2.0% threshold in the ASV guidelines.

Table 2 City of Sydney Council's OPR – 2022-23 to 2026-27

	2022-23	2023-24	2024-25	2025-26	2026-27	5-year average
OPR	1.9%	2.2%	2.4%	3.1%	3.7%	2.7%

City of Sydney Council has proposed an adjusted OPR for our assessment of financial need. We consider that it is reasonable to use an adjusted OPR for our assessment because the adjusted OPR reflects changes in forecast costs and revenues since the initial forecasts were made in 2021-22.

In its application City of Sydney Council noted that its 2021-22 LTFP was prepared in April – June of 2021 when it was showing signs of post pandemic recovery. It stated that after adopting its LTFP, extensive COVID-19 related restrictions occurred leading to a significant deterioration of economic conditions and the council's own financial position. It identified \$45 million in additional expenditure in 2021-22 that was not planned for in the 2021-22 budget. It stated that its 2021-22 LTFP forecasts are no longer an accurate outlook for the council's finances and that its 2022-23 LTFP is being prepared to adjust for the current uncertain economic environment.

The council has provided financial forecasts from its 2022-23 LTFP that is on exhibition from 17 May 2022 to 13 June 2022 before planned formal adoption in June of 2022, which reflect the changed economic conditions.^c

City of Sydney Council's adjusted OPR, as set out in its draft 2022-23 LTFP, forecasts an average OPR of 1.4% over 2022-23 to 2026-27. An average OPR at or below 2.0% over the next 5 years demonstrates financial need. We note that in some years of the forecast period the council's OPR will be at or above 2.0%. The ASV guidelines identify the average OPR over the next 5 years as the threshold we are to assess against. On average the council's OPR is 1.4%

^b NSW Auditor-General, *Report to Parliament | Report on Local Government 2018 | Appendix 9 – OLG's performance indicators from the audited financial statement – Descriptions*, February 2019, p 78.

^c These updated forecasts and the council's proposal to consider an adjusted OPR are available on IPART's website [here](#).

Table 3 City of Sydney Council's adjusted OPR – 2022-23 to 2026-27

	2022-23	2023-24	2024-25	2025-26	2026-27	5-year average
OPR	0.7%	1.1%	0.9%	2.7%	1.6%	1.4%



The council's application shows that, when considering updated forecasts, it has a forecast average OPR of below 2.0%. This demonstrates a financial need for the additional income.

Summary of submissions

City of Sydney Council's ASV application did not receive any submissions.

Attachment B

**Financial Schedules as Presented in the
Delivery Program 2022-26, Operational Plan
2022/23 and Resourcing Strategy (Long
Term Financial Plan)**

Long Term Financial Plan 2022/23 to 2031/32

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	1,108.8	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

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

Long Term Financial Plan 2022/23 to 2031/32

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

	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
\$M	Income	Expenditure	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	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

Long Term Financial Plan 2022/23 to 2031/32

Organisation Summary - Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)

	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
\$M	Income	Expenditure	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	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

Long Term Financial Plan 2022/23 to 2031/32

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.

	2022/23				2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Income	Expenditure	Net Surplus/ (Deficit)	Capital	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

Long Term Financial Plan 2022/23 to 2031/32

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

Long Term Financial Plan 2022/23 to 2031/32

\$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 - Shakespeare 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
Ersleville 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

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

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
Ersleville 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

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
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

\$M	2022/23		
	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.